

Saket Gyanpeeth

Pramod Ram Ujagar

Tiwari Saket Institute

of Management

(Affiliated to the University of Mumbai)

Master of Management Studies

Saket Vidyanagari Marg, Cinchpada Road, Katemanivali Kalyan (E)

LIBRARY

QUESTION PAPER

MMS I YEAR

SEM – I

YEAR – 2022 - 2023

F. 'My staff have got used to using the Clearprint. I'll have to spend time showing them how to use your machine.'

G. 'Let me think about it. The Clearprint representative is coming next week. I should like to discuss the points you've raised with him.'

Section II

Q (2) You have recently been appointed sales manager of a company selling abrasives to the motor trade. Sales are declining and you believe that a major factor causing this decline is a lack of motivation among your salesforce. At present they are paid a straight salary, the size of which depends on length of service. Outline your thoughts regarding how you would approach this situation. **CO3**

Q (3) Answer any TWO from (a) or (b) or (c)

- a) Integrative negotiation **CO1**
- b) Buyer-seller dyad **CO3**
- c) Zero approach and compromise approach **CO1**

Q (4) Answer any ONE from (a) or (b)

- a) "We talk with our vocal cord but we communicate with our facial expression, tone of voice and entire body." Explain. **CO2**
- b) Write a brief note on prospecting? **CO5**

Q (5) Answer any ONE from (a) or (b)

- a) David is new salesperson, give him some negotiation and selling tips **CO2**
- b) Explain the traits of good salesperson **CO4**

Q (6) Answer any ONE from (a) or (b)

- a) How would you do selling to business customers? **CO5**
- b) How would you do selling to dealers, suppliers, vendors and channel partners? Explain the processes and skills required for each. **CO5**

Q (7) Answer any ONE from (a) or (b)

- a) Write a brief note on closing sales. **CO5**
- b) Write a brief note on presentation. **CO5**



Saket Gyanpeeth's
Pramod Ram Ujagar Tiwari
(Affiliated to the University of Mumbai)
Master of Management Studies

Saket Vidyanagari Marg, Chinchpada Road, Katemanivali, Kalyan- (E)

Course: MMS Class- FY-MMS Batches: 2022-24 AY: 2022-23, Duration: 180 Min.
Subject: Negotiation & Selling Skills Semester-I Exam Date: 29/03/2023 Marks - 60

Instructions:

- Figures to the right indicate marks.
- Question number 1 is compulsory and carries 20 marks.
- Solve any four from Question number 2 to 7, carrying 10 marks each.

Section I

Q1. Case Study - Mordex Photocopier Company - **CO1, CO2, CO3, CO4, CO5.** 20 marks

You have an appointment to see George Kirby, sales office manager of Plastic Foods Ltd, with regards to the hire of a Mordex photocopier. You are bristling with anticipation as you know the present contract that Plastic Foods has with Clearprint, your closest competitor, is up for renewal. You have not met Mr. Kirby before.

As you enter Mr Kirby's office you notice that he appears a little under pressure. After introducing yourself, you say, 'I'd like to talk with you about how we can improve the efficiency of your photocopying operation. I see that you use the Clearprint ZXR photocopier at the moment. What kinds of documents do you photocopy in the sales office?'

The discussion continues, with you attempting to assess his staff's requirements with regards to photocopying facilities and his attitude towards the Clearprint machine. One need is the ability of the photocopier to collate automatically since some of the documents photocopied are quite lengthy. Another requirement is for the photocopy to be of the highest quality since it is usual for photocopies of standard letters to be sent to clients. The Clearprint photocopier does have a collating facility and the quality, while passable, is not totally satisfactory. Further, there are sometimes delays in repairing the machine when it breaks down, although generally it is quite reliable.

At the end of the discussion you summarise the points that have been raised: staff time is being wasted collating lengthy documents; the quality of photostat is not totally satisfactory; repairs are not always carried out promptly. Mr Kirby agrees that this is a fair summary.

Questions:

During the sales interview the following objections were raised. How would you deal with them?

- A. 'I'm sorry, I have an urgent meeting in ten minutes' time. Can we make it quick?'
- B. 'We haven't had any major problems with the Clearprint so far.'
- C. 'Doesn't your firm have a bad reputation?'
- D. 'Aren't your hiring charges much higher than Clearprint's?'
- E. 'How do I know your service will be any better than Clearprint's?'

Section- II			
Q2	a. Define Attitude. b. What is learning Attitude?	(10)	CO1
Q3	a. What is perception? b. What is perception process?	(10)	CO2
Q4	a. what is organizational culture? b. What is commercial culture?	(10)	CO3
Q5	a. What is Democratic leadership ? b. What is Autocratic Leadership.?	(10)	CO3
Q6	a. What do you mean by personality? b. What is the concept of motivation?	(10)	CO4
Q7	Write Short Notes (Any 2 / 3) a. Motivation types b. Personality c. Group behaviour.	(10)	CO5

Course: MMS Class- FY-MMS, Batches: 2022-24, AY: 2022-23, Duration: 180 Min, Marks – 60
Subject: Organization Behavior Semester-I, Exam Date: 28/03/2023, Roll No _____

Note: Question No. 1 is compulsory of 20 Marks

Attempt Any 4 out of 7 Questions each carrying 10 Marks.

Please write your Roll number on the QP and do not write anything else on the question paper apart from your seat number.

SET-A

Q. No	Questions	Marks	COs
Section- I			
Q1	<p>Milk Products Ltd. is engaged in collecting, processing, and distributing milk and milk products in a large city in South India. Most of the products of the company are such that these have to be distributed on daily basis. The company has a crew of distributors who approach the fixed customers, both bulk buyers and individuals. Mr K. Ramesh joined crew of distributors after graduating in commerce. The Distribution Manager was quite impressed by Mr Ramesh but initially could not offer him a better job than that of a distributor. However, he promised to give him better opportunity whenever available. Mr Ramesh joined gladly.</p> <p>The distributors are employed on monthly salary basis. In order to ensure distribution of the products, the company has a provision of overtime pay. Normally crew members work slowly in the beginning just to accumulate overtime pay. The pace becomes hectic towards the end of the day with some overtime to meet the distribution schedule. There is not group leader but there are several old timers who influence newcomers regarding the work rules. Mr Ramesh, did not like this method of working but had to follow the group to be a good teammate. He gathered that over the years the company had paid around sixty per cent overtime unnecessarily.</p> <p>After a year impressed by the work of Mr Ramesh and his overall suitability, the Distribution Manager offered him the position of Distribution Supervisor. The basic duty of the supervisor was to look after the distribution system and to develop new customers in a given area. Beside Ramesh, there were four other supervisors also. Ramesh was sure of making distribution system effective, as he was aware about the delaying tactics of the crew. He was quite sure about cutting the overtime cost and impressing upon the distribution manager about his capability. He talked to the Distribution Manager about fixing the quota of work per day in two parts before lunch or after lunch. The Distribution Manager felt convinced and introduced the systems. However the efficiency dropped down considerably and no crew member was near the target</p> <p><i>Q.1 a) what were the reasons for the decreased efficiency in the new system? (10)</i></p> <p><i>b) Advise Mr Ramesh and distribution manager about the future course of action. (10)</i></p>	(20)	(CO 1, CO2, CO3 CO4, CO4, CO5)



Saket Gyanpeeth's
Pramod Ram Ujagar Tiwari
Saket Institute of Management
(Affiliated to the University of Mumbai)
Master of Management Studies

Saket Vidyanagari Marg, Chinchpada Road, Katemanivali, Kalyan- (E)

Course: MMS Class- FY-MMS Batches: 2021-23 AY: 2022-23, Duration: 180 Min.
Subject: Introduction to Innovation Semester-III Exam Date: 27 / 03 /2023 Marks - 60
And creativity management

Instructions:

- Figures to the right indicate marks.
- Question number 1 is compulsory
- Solve any four from Question number 2 to 7

Section- I

Q1) Case Study

(CO1, CO2, CO3, CO4, CO5) (20 Marks)

Truly great ideas stand the test of time. OSRAM had produced a new light bulb that lasted four times as long as a normal one but cost only twice as much. It was ideal for use in industry where bulbs are often changed all at once, towards the end of their life. Not only would the bulbs be cheaper over a period of time, there would also be considerable savings in labour costs. However, industry was not buying them.

Research indicated that this was because the maintenance department purchased bulbs and were usually instructed by finance departments as to the maximum amount they could pay. Maintenance staff was not allowed to suddenly spend twice as much as normal

The 'Who do I want to do what?' question led to the answer. Maintenance and financial staff could only agree to buy OSRAM if they did so together. The solution was to send the chief accountant a cash box and explain that there was information inside the box on how to save more than 50 per cent on bulb replacement. The key was sent to the head of maintenance and this fact was also communicated to the financial officer.

To read the information inside the box, both the financial and maintenance representative had to meet, and they were then in a position to have a short discussion. Was it successful? Of course it was. A neat, elegant solution is far more likely to succeed than a simple brochure mailing or trade press campaign. This promotion deservedly won an ISP

Grand Prix Award - albeit over 30 years ago.

Questions:

1. Identify the problem in the case.
2. Do you think that the meeting between financial representatives and maintenance representatives worked out?

Section- II

Q2) Do You Think Innovation is Important Justify Your answer with an Example (CO1, CO3) (10 Marks)

Q3) Write Short note on *4 Ps of Creativity* (CO2) (10 Marks)

Q4) Strategy to Generate Creative Ideas in Business. (CO2) (10 Marks)

Q5) Write Short Note on Idea Generation Process (CO4) (10 Marks)

Q6) 7 C" of Creative innovation Team (CO3) (10 Marks)

Q7) Factor Influencing Creativity & Innovation in Team (CO2) (10 Marks)

Section II

Q.2 Define Managerial Economics. Explain its scope and importance for managerial decisions.

10 Marks (CO1)

Q.3 Explain law of demand, its assumptions, exceptions, with demand schedule, diagram and chart.

10 Marks (CO1)

Q.4 Define 'Production Function'. Explain with a diagram, the three stages of the Law of Variable Proportions.

10 Marks (CO3)

Q.5 Explain the following pricing strategies:

10 Marks (CO4)

- a) Cost-Plus Pricing.
- b) Penetration Pricing\

Q.6 What is monopolistic competition? Give examples?

10 Marks (CO4)

Q.7 Explain law of diminishing marginal returns with diagrams, charts and tables.

10 Marks (CO4)



Saket Gyanpeeth's
Pramod Ram Ujagar Tiwari
(Affiliated to the University of Mumbai)
Master of Management Studies

Saket Vidyanagari Marg, Chinchpada Road, Katemanivali, Kalyan- (E)

Course: MMS Class- FY-MMS Batches: 2022-24 AY: 2022-23, Duration: 180 Min.
Subject: Managerial Economics Semester-I Exam Date: 25/03/ 2023 Marks - 60

Instructions:

- Figures to the right indicate marks.
- Question number 1 is compulsory
- Solve any four from Question number 2 to 7

Section I

Indian Edible Oil Sector – Current Scenario India is the world's second-largest consumer and number one importer of vegetable oil. Although the oilseed production in India has grown over the years, the production has lagged its consumption, resulting in continuous dependence on import. Accordingly, the shares of imported edible oil as a percentage of the total domestic edible oil consumption has increased from 52% in FY14 to 63% in FY16 before reducing to 55% in FY21.

The import bill of vegetable oil witnessed an increase of around 21% in 2020-21 over 2019-20, which further increased by 63% in FY22 over FY21, despite a decline in the import volume, attributable to an increase in the prices of oil in the international market coupled with depreciation in Indian currency. This led to the outflow of valuable foreign currency and 'import of inflation'. As per Economic Survey 2021-22, 'oils and fats' contributed around 60% of 'food and beverages' inflation despite having a weight of only 7.8% in the group, as fluctuation in the imports and international prices transmit to domestic prices of edible oil.

This apart, edible oil import has constituted a significant portion (ranging from 1.66% to 2.83%) of the total imports during the past 10 years (refer to the graph below). This led to the outflow of valuable foreign currency to the tune of about ₹82,116 crore in FY21 alone

Among the top major edible oil-consuming countries, including the European Union, India's dependency on imported edible oil is significantly higher (close to two times) than that of other major countries. Most of the countries (as tabled below) are dependent on imported edible oil in the range of 30%-39% in FY21, whereas India's dependency on imported oil was around 60%, which has recently declined to 55% in FY21 due to the Covid-19- induced decrease in demand.

Q. 1: You are requested to put in your words supply side analysis and demand side analysis and suggest the ways in which we can reduce our dependency on import of edible oil and save outflow of foreign currency.

20 Marks (CO1, CO2)



Saket Gyanpeeth's
Pramod Ram Ujagar Tiwari
(Affiliated to the University of Mumbai)

Master of Management Studies
Saket Vidyanagari Marg, Chinchpada Road, Katemanivali, Kalyan- (E)

Course: MMS Class- FY-MMS Batches: 2022-24 AY: 2022-23, Duration: 180 Min.
Subject: Operations Management Semester-I Exam Date: 24/03/2023 Marks - 60

Instructions:

- Figures to the right indicate marks.
- Question number 1 is compulsory
- Solve any four from Question number 2 to 7

Section I

1) You are working for a team to design a Mobile manufacturing unit from the Raw material to a finished Goods. As a Manager below are some of the Process you need to take care. Briefly describe what consideration you will doing to obtain more productivity & profitability.(CO1,CO2,CO3,CO4) (20 Marks)

- | | |
|----------------------------|-------------------------|
| a) Vendor Management | e) Discount Policy |
| b) Supply Chain Management | f) Capacity Planning |
| c) Demand Management | g) Product Quality |
| d) Supply Management | h) Inventory Management |

Section II

02. What is a facility location? State Criteria & importance for a best facility location? (CO4) (10 Marks)
03. What is Material Requirement Planning (MRP)? what are the Objectives? (CO1) (10 Marks)
04. What is Economic Order Quantity & its importance? (CO2) (10 Marks)
05. What is Quality Check? What are the issues faced if we don't have a Proper Quality check in place? (CO3) (10 Marks)
06. What is Supply chain management? What is its importance? (CO4) (10 Marks)
07. Describe Sequencing technique? (CO5) (10 Marks)

(B) The following data give the weight of fish caught on a fishing boat on a particular day. Calculate Quartile Deviation. **(5 Marks)**

Weight in grams	No. of fish
0 – 25	5
25 – 50	10
50 – 75	25
75 – 100	11
100 – 125	4

Q.3) (A) Following data give the age of husband and wife for 8 couples. Find Rank correlation. **(5 Marks) (CO5)**

Age of husband in years	40	39	42	45	55		35	50	53
Age of wife in years	44	28	31	32	50		52	55	58

(B) Find the Regression Equation Y on X. Also find the value of Y when Y=30 **(5 Marks)**

X	10	7	9	5	8	6	10
Y	19	14	12	11	15	14	17

Q.4 (A) The following table shows a probability distribution of a random Variable x. **(CO1)**

X	-1	0	1	2	3
P(x)	0.1	0.25	0.25	0.2	0.2

Find E (x) and V(x) **(5 Marks)**

(B) Two Coins are tossed. Find the probability of getting : **(5 Marks)**

- I) Both are not Tails
- II) One tail and one Head

Q.5) Explain Correlation and its types? **(10 Marks) (CO2)**

Q.6) What is Sampling? What are the different types of Sampling? **(10 Marks) (CO3)**

Q.7) Write Short Notes: **(Attempt any 2) (10 Marks) (CO4)**

- a) Chi Square Test
- b) Analysis of Variance
- c) Hypothesis Testing



SaketGyanpeeth's
Pramod Ram Ujagar Tiwari
(Affiliated to the University of Mumbai)
Master of Management Studies

SaketVidyanagari Marg, Chinchpada Road, Katemanivali, Kalyan- (E)

Course: MMS Class-FY-MMS Batches: 2022-24 AY: 2022-23, Duration: 180 Min.
Subject :Business Statistics Semester-I Exam Date: 23/03/ 2023 Marks - 60

Instructions:

- Figures to the right indicate marks.
- Question number 1 is compulsory
- Solve any four from Question number 2 to 7

Q.1(A) Following payoff matrix has been constructed by a company for four strategies S1, S2, S3 and S4 which can be adopted to encounter for possible states of nature N1, N2, N3 and N4.

States of nature	Pay-off (Rs)			
	N1	N2	N3	N4
Probability	0.1	0.3	0.5	
Strategy S1	0.1			
Strategy S2	5000	5000	5000	5000
Strategy S3	4200	5200	5200	5200
Strategy S4	3400	4400	5400	5400
	2600	3600	4600	5600

Calculate EMV, EOL and EVPI for each strategy

(10 Marks) (CO1)

Q.1 (B) Two cards are to be selected from a pack of well shuffled 52 playing cards Find the Probability that

(10 Marks) (CO2)

- All are back cards
- Only one is king and other is number card
- Both are Ace cards

Q.2 (A) Calculate Mean Deviation From Mode and its Coefficient For the Following Data.

(CO3)(5 Marks)

Marks	0-10	10-20	20-30	30-40	40-50
No. Of students	5	8	15	16	6

Section II

Q.2 Explain in detail the accounting concepts and conventions. **10 Marks (CO1)**

Q.3 Jeyaseeli is a sole proprietor having a provisions store. Following are the transactions during the month of January, 2018. Journalise them. **10 Marks (CO1)**

1 Commenced business with cash	80,000
2 Deposited cash with bank	40,000
3 Purchased goods by paying cash	5,000
4 Purchased goods from Lipton & Co. on credit	10,000
5 Sold goods to Joy and received cash	11,000
6 Paid salaries by cash	5,000
7 Paid Lipton & Co. by cheque for the purchases made on 4th Jan.	
8 Bought furniture by cash	4,000
9 Paid electricity charges by cash	1,000
10 Bank paid insurance premium on furniture as per standing instructions	300

Q.4 On 1st January, 2003 a Company purchased a plant for 20,000. On 1st July in the same year, it purchased additional plant worth 8,000 and spent 2,000 on its erection. On 1st July, 2004, the plant purchased on 1st Jan., 2003 having become obsolete, was sold off for 12,500. On 1st October, 2005, fresh plant was purchased for 28,000 and on the same date, the plant purchased on 1st July, 2003 was sold at 6,000.

Depreciation is provided at 10% per annum on original cost on 31st December every year. Show the plant account for 2003 to 2005. **10 Marks (CO2)**

Q.5 Explain in details what is cash flow statement and what are components of cash flow statement. Explain three sources of cash, prepare a format of cash flow statement. **10 Marks (CO4)**

Q. 6 A company maintains its books as per perpetual inventory system. It had following transactions during the month. **10 Marks (CO5)**

March 1 Opening balance - 20 units @ 500 Rupees per unit

March 3 Purchased 35 units @ 480 per unit

March 6 Purchased 20 units @ 510 per unit

March 25 – sold 62 units @650 per unit.

What should be the value of stock issued on 25th March as per LIFO and FIFO method?

Q.7 Write Short notes on any two of the below – 10 Marks (CO5)

A) Revenue Expenditure

B) Capital Expenditure

C) Types of errors in Accounting



Saket Gyanpeeth's
Pramod Ram Ujagar Tiwari
(Affiliated to the University of Mumbai)
Master of Management Studies

Saket Vidyanagari Marg, Chinchpada Road, Katemanivali, Kalyan- (E)

Course: MMS Class- FY-MMS Batches: 2022-24 AY: 2022-23, Duration: 180 Min.
Subject: Financial Accounting Semester-I Exam Date: 21/03/2023 Marks - 60

Instructions:

- Figures to the right indicate marks.
- Question number 1 is compulsory
- Solve any four from Question number 2 to 7

Section I

From the following trial balance of Vardhaman Ltd and additional information, prepare Trading and Profit & Loss account and Balance sheet for the year ended 31st March 2018. **20 Marks (CO3)**

Particulars	Dr. Rs.	Cr. Rs.	Particulars	Dr. Rs.	Cr. Rs.
Capital		100000	Transportation Out	7000	
Furniture	20000		Creditors		120000
Purchase	150000		Provision for bad debts		6000
Debtors	200000		Printing and stationery	8000	
Interest Earned		4000	Insurance expenses	12000	
Salaries	30000		Opening stock	50000	
sales		321000	Office expenses	12000	
Purchase Returns		5000	Bank Overdraft		2000
Wages	20000		Drawings	24000	
Rent	15000				
Sales Returns	10000		Total	558000	558000

Additional Information

Depreciation furniture by 10% by written down method (WDM).

A provision for doubtful debts is to be created to the extent of 5% on sundry debtors.

Salaries for the month of June, 2019 amounting to Rs. 3,000 were unpaid which must be provided for.

However, salaries included Rs. 2,000 paid in advance. Office expenses outstanding Rs. 8,000.

Insurance amounting to Rs. 2,000 is prepaid.

Stock use for private purpose Rs. 6,000 and closing stock Rs. 60,000.

Q5	a. What is Business ethics explain its principle. b. Why ethics is important at work place.	(10)	C03
Q6	a. Explain Levels of leadership with diagram? b. Explain any Indian business leader you like? Why?	(10)	C04
Q7	Write Short Notes (Any 2 / 3) a. Sustainable Development. b. TQM. c. Change Management	(10)	C05

.....Best of Luck.....

Note: Question No. 1 is compulsory of 20 Marks

Attempt Any 4 out of 6 Questions each carrying 10 Marks.

Please write your Roll number on the QP and do not write anything else on the question paper apart from your seat number.

SET-A

Q. No	Questions	Marks	COs
Section- I			
Q1	<p>India - August 2, 2019, Mondelez India Food Private Limited, today announced the launch of yet another exciting innovation- Cadbury Dairy Milk Marvellous Creation. After the successful launch of India's first 'Centre-filled' Chocolate- Cadbury Dairy Milk Silk Bubbly, Mondelez India, and the market leader in the chocolate category in India (as per Nielsen) brings its global product Cadbury Dairy Milk Marvellous creations to India. Exuberating a fun & playful characteristic, this unique chocolate bar surprises consumers with its distinctive form and unpredictable inclusions. Cadbury Dairy Milk Marvellous Creations will be available in two flavors, Jelly Popping Candy & Cookie Nut Crunch, & will be manufactured at the company's new manufacturing facility in Sri City, Andhra Pradesh.</p> <p><u>Questions:</u></p> <p>1. Is there a need of a celebrity endorser? If yes, suggest a celebrity, justify your answer.</p> <p>2. What extension strategy has the company used?</p>	(20)	(CO 1, CO2, CO3, CO4, CO4, CO5)
Section- II			
Q2	<p>a. What is planning explain its natures</p> <p>b. Explain the approaches of planning</p>	(10)	CO1
Q3	<p>a. Explain crises & its type</p> <p>b. What are the causes of crises</p>	(10)	CO2
Q4	<p>a. Explain the concept of CSR with any one live example in India.</p> <p>b. How CSR can benefits to any organizations.</p>	(10)	CO3

INDEX

SR.NO	SUBJECT	PAGE NO.
1	Perspective Management	3
2	Financial Accounting	4
3	Business Statistics	5
4	Operations Management	6
5	Managerial Economics	7
6	Introduction to Innovation and Creativity Management	8
7	Organization Behavior	9
8	Negotiation & Selling Skills	10

Saket Gyanpeeth

Pramod Ram Ujagar

Tiwari Saket Institute

of Management

(Affiliated to the University of Mumbai)

Master of Management Studies

Saket Vidyanagari Marg, Cinchpada Road, Katemanivali Kalyan (E)

LIBRARY

QUESTION PAPER

MMS I YEAR

SEM – II

YEAR – 2021 - 2022

INDEX

SR.NO.	SUBJECT	PAGE NO.
1	Marketing Management	2
2	Financial Management	3
3	Operations Research	4
4	Business Research Methods	5
5	Human Resource Management	6
6	Cost & Management Accounting	7
7	Business Environment	8
8	Entrepreneurship Management	9



SAKET GYANPEETH'S

PRAMOD RAM UJAGAR TIWARI
SAKET INSTITUTE OF MANAGEMENT

1st Year / Semester II (2021-2022)

Course: MMS

Marks: 60

Subject: Marketing Management

Duration: 3 Hrs

*Instructions: 1. Question no.1 is compulsory & carries 20 marks.
2. Attempt any Four Questions from Q.2 to Q.7. (10 Marks Each)*

Q (1) Case study

20 Marks

Chik Shampoo was launched by Cavinkare in March 1983. The brand was launched initially in 10ml packs and later in sachet form. Chik shampoo used French perfume to differentiate itself on the plank of superior fragrance. The target was lower middle class and semi-rural female. Innovative radio advertising based on popular cinema dialogues supported the brand. To penetrate in rural markets, Cavinkare's team traveled extensively in rural pockets, caught hold of school boys to demonstrate how to lather and wash, comb hair and show the difference.

The market began to surge by the mid 1990's; the shampoo market was growing at about 25%. Then, small packs contributed roughly 40% of the total shampoo volumes. Rural markets were growing much faster than urban markets. Today, Chik is the No.1 brand of shampoo in rural India. It is strong rural brand and roughly 65% of the sales of Chik Shampoo come from rural markets.

Rural Hold of Chik

State	No. of villages	Market share (volume in %)	Position
U.P.	107440	66.86	1
M.P.	55392	21.96	2
Bihar	45113	31.82	1
Andhra Pradesh	28123	39.01	1
Tamil Nādu	16870	45.77	1
Orissa	55352	18.42	2

Questions:

1. Discuss the case in detail in the context of marketing mix.
2. Identify and explain the promotional strategy of Chik shampoo

Q (2) What will be your distribution strategy for a **newly launched product** with reference to channel strategy and distribution scope strategy?

Q (3) According to you what can be the possible pricing objectives of a company launching its **new product** in the market?

Q (4) If you are a Sales Associate of **an exclusive bike showroom**, what will be the sales procedure / steps that you would follow in order to make the prospective customer purchase the product.

Q (5) Discuss the buying process that you observe is followed in your family while making any purchase decision **on the occasion of any festival**.

Q (6) If you are the Promotion Manager of a **renowned cell phone manufacturer**, suggest a communication strategy for creating awareness using the Five M Model

Q (7) Write short note on: (Any two)

- a. AIDAS Model
- b. Positioning
- c. Targeting strategies



Saket Gyanpeeth's
Pramod Ram Ujagar Tiwari
Saket Institute of Management

(Affiliated to the University of Mumbai)

Master of Management Studies

Saket Vidyanagari Marg, Chinchpada Road, Katemanivali, Kalyan- (E)

Course: MMS Class- FY-MMS Batches: 2021-23 AY: 2021-22, Duration: 180 Min.
Subject: Financial Management Semester-II Date: 11 / 10 / 2022 Marks - 60

Instructions:

- Figures to the right indicate marks.
- Question number 1 is compulsory
- Solve any four from Question number 2 to 7

Q. 1 A fast growing small scale firm, is planning to launch new product in the local market. They have 2 alternatives for the same. Machine A costs Rs.1,00,000, Machine B costs Rs.1,20,000. The cash receipts expected are as follows:

Year	Machine A	Machine B
1	20000	-
2	60000	60000
3	40000	60000
4	30000	80000
5	20000	-

Cost of Machine A is to be paid immediately whereas seller of Machine B has given offer that cost can be paid in two instalments - half at the beginning and half after one year.

With 7% cost of capital, as manager of the firm you are supposed to decide which machine should be selected? Give ranks to both alternatives based on below 4 techniques suggestions. And justify your decision.

Justify your answer with using capital budgeting techniques -

- A) NPV C) Profitability Index
B) Payback Period D) Discounted Payback Period

Q. 2 Explain in detail various sources of short term sources of finance with its pros and cons.

Q.3 Happy Manufacturing Ltd has given following information, based on that prepare an estimate of working capital requirement of the company.

Gross profit ratio as 20%.

1. Cash to be held at 50% of current liabilities.
2. No WIP
3. Ignore taxes.
4. Finished goods to be valued at manufacturing costs
5. Stock of raw material and finished goods kept at one month's requirement.

Sale during the year 27,00,000(All sale is on credit basis)

Debtors are given 2 months credit period

Materials consumed (Supplier's credit for 2 months) 6,75,000

Wages paid on the last day of every month 5,40,000

Manufacturing expenses outstanding at year end 60,000 (cash expenses paid one month in arrears)

Total admin expenses 1,80,000

Sales promotion expenses (Paid in advance on quarterly basis) 90,000.

Q.4 Calculate ratios from the given information –

- A) Inventory Turnover Ratio B) Return on Investment (ROI)
 C) Return on Equity (ROE) D) Debtors Collection Period

Given is Income statement and balance sheet of Shaheen Ltd. for the year ended as follows:

(Rs. In Lakhs)

Particulars	31-03-2014	31-03-2013
Sales :	22,165	13,882
Less : Cost of Goods Sold (COGS)	20,860	12,544
Gross Profit	1,305	1,338
Less: General Expenses	1,135	752
Earnings Before Interest and Taxes (EBIT)	170	586
Interest Expenses	113	105
Profit Before Tax	57	481
Tax	23	192
PAT	34	289

Particulars	31-03-2014	31-03-2013
Liabilities		
Shareholders' Funds	2377	1472
Loan	3570	3083
Current Liabilities	3937	3794
Total	9884	8349
Assets		
Fixed Assets	3466	2900
Cash and Bank	489	470
Debtors	1495	1168
Inventory	2867	2407
Other Current Assets	1567	1404
Total	9884	8349

Q.5 Explain in detail factors affecting working capital management.

Q.6 Explain in detail what is Net Income approach in Capital Structure theories along with its proposition, assumptions, formula and graph.

Q.7 A Ltd. Has a share capital of Rs .1,00,000 divided into share of Rs. 10 each.

It has a major expansion program requiring an investment of another Rs. 50,000.

The Management is considering the following alternatives for raising this amount:

- A) Issue of 5,000 equity shares of Rs. 10 each
 B) Issue of 5000, 12% preference shares of Rs. 10 each
 C) Issue of 10% debentures of Rs. 50,000

The company's present Earning Before Interest and Tax (EBIT) are Rs. 40,000 per annum subject to tax @ 50%.

You are required to calculate the Earnings Per Share (EPS) in all 3 alternatives.



Saket Gyanpeeth's
Pramod Ram Ujagar Tiwari
Saket Institute of Management
(Affiliated to the University of Mumbai)
Master of Management Studies

Saket Vidyanagari Marg, Chinchpada Road, Katemanivali, Kalyan- (E)

Course: MMS Class- FY-MMS Batches: 2021-23 AY: 2021-22, Duration: 3 hrs.
Subject: Operations Research Semester-II Date: 12 / 10 / 2022 Marks - 60

- Notes:** 1) Q1 is Compulsory, Solve any 4 from Q2 to Q8
2) Q1 carries 20 Marks, other Question carry 10 Marks
3) No Graph Paper will be Provided

Q1) A) What is Operation Research & its application in Managerial Decision Making? Explain the characteristics & the nature of Operation Research

B) What is the Advantage, Disadvantage & Scope of Operation Research? Explain with proper examples

Q2) A firm manufactures two product A & B on which the profits earned per unit are Rs 3 and Rs 4 respectively. Each product is processed on two machines M1 & M2. Product A Requires One Minute of Processing time on Machine M1 and two Minutes on M2. While B requires one minute on M1 and one minute on M2. Machine M1 is not available for more than 450 Minutes, While Machine M2 is available for 600 Minutes during any working day. Formulate this as a Linear Programming Problem so as to maximize the total profit and solve by graphical Method

Q3) Solve the following Linear Programing using graphical method

$$\text{Minimize } Z = 6X_1 + 14X_2$$

$$\text{Constraints: } 5X_1 + 4X_2 \geq 60$$

$$3X_1 + 7X_2 \leq 18$$

$$X_1 + X_2 \geq 18$$

Q4) Find the initial basic feasible solution of following transportation problem by applying North-West Corner Method

	P	Q	R	SUPPLY
A	4	9	6	7
B	5	5	3	10
C	7	6	9	9
D	3	8	4	16
DEMAND	9	13	20	42

Q5) A Company works at Six places. It has three cement plants located at the places X, Y, Z and these are producing 50,40 and 60 units daily. Company has also three distribution centers located at the place P, Q & R with daily demands of 20,95 and 35 units. The following table shows per unit cost of shipping to distribution center from manufacturing plants. Find out which route the company wants to follow in order to minimize the total transportation cost

Distribution Centers

	P	Q	R
X	6	5	1
Y	3	8	7
Z	5	5	2

Q6) Explain the Algorithm of Assignment Model with a flow chart

Q7) A Company has to assign four workers A, B, C, D to four jobs w, x, y, z. The cost matrix is given below:

Workers	Job w	Job x	Job y	Job z
A	1000	1200	400	900
B	600	500	300	800
C	200	300	400	500
D	600	700	300	1000

Find an optimal assignment Schedule and total Corresponding cost?

Q8) What is Simulation? What are the different Phases of Simulation

Course: MMS Class- FY-MMS Batches: 2021-23 AY: 2021-22, Duration: 3 hrs.
Subject: Business Research Methods Semester-II Date: 13 / 10 / 2022 Marks - 60

Instructions:

- Figures to the right indicate marks.
- Section I is compulsory for 20 Marks
- Attempt any four questions from section II for 10 Marks each

Section-I

01. A company is in the business of selling beauty products for women. Recently the company's sales down and now the company is worried about how to revive the sales. Explain in detail how a company uses the business research process to understand cause and relation.

- a. Make one brief research proposal on how you will do research 10 M
- b. Propose two hypotheses for the following variable pairs specifying which is independent and dependent variables
- i. Level of worker output and closeness of worker supervision. 5 M
- ii. Attendance in class & student performance in the amination. 5 M

Section-II

02. What are samples? Explain in detail the methods of the sample. 10 M
03. Define Research. Explain its types. 10 M
04. What is Hypothesis? Explain its source and importance. 10 M
05. What is research design? Explain its importance. 10 M
06. Explain what is data analysis, and data interpretation. 10 M
07. Write a short note on A. Plagiarism B. Footnote 10 M

Or

07. Is a correlation coefficient of 0.6 significant? If obtained from a random sample of 11 pairs of values from a normal population. (T-test) 10 M



Saket Gyanpeeth's
Pramod Ram Ujagar Tiwari
Saket Institute of Management

(Affiliated to the University of Mumbai)

Master of Management Studies

Saket Vidyanagari Marg, Chinchpada Road, Katemanivali, Kalyan- (E)

Course: MMS Class- FY-MMS Batches: 2021-23 AY: 2021-22, Duration: 180 Min.
Subject: Human Resource Management Semester-II Date: 14 / 10 / 2022 Marks - 60

Instructions:

- Figures to the right indicate marks.
- Question number 1 is compulsory
- Solve any four from Question number 2 to 7

Q (1) Case study

A company located in Ambernath is leading multinational with good HR practices. Recently CEO to explain called HR manager.

Why so many employees has resigned in last one year?

- What answer – HR managers should give, what is reason for such mass exit?
- What steps company should take to retain employees?
- If you were manager HR, how would you resolve this issue?

= 20 Marks

Q (2) Answer any TWO from (a) or (b) or (c)

= 10 Marks

Q.2 a) what is HRM?

or

Q.2 b) the difference between HRM and HRD.

or

Q. 2 c) The challenges before HRM.

Q (3) Answer any TWO from (a) or (b) or (c)

= 10 Marks

Q.3 a) after globalization and privatization – how HR has evolved?

or

Q.3 b) As a HRD minister at Centre, what role they play.

or

Q. 3 c) the importance of standing HRM as subject.

Q (4) Answer any TWO from (a) or (b) or (c)

= 10 Marks

Q.4 a) explain the concept of recruitment and selection.

or

Q.4 b) how not getting a right match for profile affect the organization.

or

Q. 4 c) discuss factors governing recruitment.

Q (5) Answer any TWO from (a) or (b) or (c)

= 10 Marks

Q.5 a) Explain the concept of performance management?

or

Q.5 b) Discuss in details 360 feedback and assessment Centre approach.

or

Q.5 c) what HRA and link between individual goal v/s organization goals?

Q (6) Answer any TWO from (a) or (b) or (c)

= 10 Marks

Q.6 a) Explain in details the concept of learning and development.

or

Q.6 b) describe the importance of lifelong learning

or

Q.6 c) discuss different training methods.

Q (7) Answer any TWO from (a) or (b) or (c)

= 10 Marks

Q.7 a) Explain in details the concept of reward management or compensation.

or

Q.7 b) how inflation place important role in deciding salary of an individual?

or

Q.7 c) what are the component of salary and their importance.

Instructions:

- Figures to the right indicate marks.
- Question number 1 is compulsory
- Solve any four from Question number 2 to 7

(20 Marks)

Q.1 A) Product "A" passes through three processes to completion following are the relevant details

Element of cost	Process No1 Rs	process No 2 Rs	Process No 3 Rs	Process No 4 Rs
Direct Materials	2,000	3,020	2,870	7,890
Direct labour	3,000	4,000	5,000	12,000
Direct expenses	500	880	-	1,380
Production overhead	-	-	-	6,000

B) 1000 units at Rs 5/- were issued to process No 1

C) output of each process was

Process No .1	900 units
Process No .2	850 units
Process No.3	684 units

D) Normal loss per process was estimated as:

Process No.1	10% of units introduced
Process No.2	5% of units introduced
Process No.3	20% of units introduced

E) The loss in each process represented scrap which could be sold to a merchant at value as follows

Process No.1	Rs 3/ per unit
Process No.2	Rs 5/ per unit
Process No .3	Rs 6/ per unit

There was no stock of material of work in progress in any department at the beginning or end of the period the output of each process passed direct to the next process and finally to finished stock production overhead is allocated to each process on the basis at 50% of the cost of direct labour show process Accounts

hotel chain - and his family had sold 55.4 million shares, a 14.12% stake in the company, to an investment arm of Reliance Industries Ltd (RIL), for 1.021 crore.

Questions:

- a) Has East India Hotels capitalised on its strengths in its growth plan? If so, how?
- b) What are the internal & external weakness the company has attempted to overcome in its growth plan, & how?

Q2) Write a short note on Importance of Entrepreneurship?

Q3) Write short note on Characteristics of Entrepreneurship?

Q4) Do You think there is any advantage of Being Entrepreneur? If YES/NO Support your answer by proper Justification.

Q5) What Would you like to be Manager or Entrepreneur support your answer by proper justification?

Q6) Explain briefly Barrier to entrepreneurship

Q7) Characteristics of Women Entrepreneurship?



Saket Gyanpeeth's
Pramod Ram Ujagar Tiwari
Saket Institute of Management
(Affiliated to the University of Mumbai)
Master of Management Studies

Saket Vidyanagari Marg, Chinchpada Road, Katemanivali, Kalyan- (E)

Course: MMS Class- FY-MMS Batches: 2021-23 AY: 2021-22, Duration: 180 Min.
Subject: Entrepreneurship Management Semester-II Date: 20 / 11 / 2022 Marks - 60

Instructions:

- Figures to the right indicate marks.
- Question number 1 is compulsory
- Solve any four from Question number 2 to 7

Case Study

(20 Marks)

After 58 years of peddling hospitality through its chain of luxury hotels, the famous Oberoi name is about to be transformed into a consumer products brand. East India Hotels has drawn up plans to become a multi-product, multi-divisional empire through a series of diversification moves.

The expansion will see the high profile hotel group venture into unfamiliar terrain-food processing, edible oils, tissue paper and health care. These will be in addition to the existing software division. The management has been restructured over the past year. More professionals have been brought in to take charge of operational responsibilities, Certain directors were also relieved of their operational duties in order to permit them to pay full attention to diversification

The first move will see the launch of a variety of processed foods covering every meal from breakfast to dinner as well as chocolates, spices and mineral water. But can a service name be used to sell food products? The plan is to target only the up market segment by feeding on as well as nourishing the brand's reputation. Edible oil, for instance, will be positioned as a product of specialty cooking. The Oberoi brand name is also to be extended to international quality tissue paper. The Oberois, after the experience of managing the catering division of a major hospital in Saudi Arabia, now plan to set up a 250 bed, 740 Crore hospital in Delhi with US or Australian collaboration. The Oberoi software division has already started selling its hotel management packages in the domestic market and is planning to enter the international market using an international tie-up.

What links these projects together is the fact that each of them will have the expertise of a foreign collaboration with an equity stake in joint ventures.

Meanwhile, the hotel business is still part of the main blueprint, and three-star hotels are coming up at 18 locations across the country with a joint venture through ACCER of France. The international presence is also being strengthened through hotels coming up at Budapest, Indonesia and Saudi Arabia.

Recently, Prithvi Raj Singh Oberoi, Chairman of EIH Ltd. - which runs India's second biggest

5. Answer any Two of the following questions :(5M * 2Q = 10 M)

- a) Briefly explain the different measures taken by Govt. of India to protect Environment.
- b) Briefly explain about the Objectives and Instruments of Monetary policy.
- c.) Explain with a diagram the levels of Economic Integration.

7. Write Short Note on any Two of the following. (5M * 2Q = 10 M)

- a) Make in India Campaign
- b) Balance of Payment
- c) SAARC

- Q 6
- a) Define Technological Environment. Explain the impact of Technological environment in Business.
 - b) Explain the objectives & functions of IBRD
 - c) Write a short note on Sustainable Development.



Saket Gyanpeeth's
Pramod Ram Ujagar Tiwari
Saket Institute of Management

(Affiliated to the University of Mumbai)

Master of Management Studies

Saket Vidyanagari Marg, Chinchpada Road, Katemanivali, Kalyan- (E)

Course: MMS Class- FY-MMS Batches: 2021-23 AY: 2021-22, Duration: 180 Min.
Subject: Business Environment Semester-II Date: 17 / 10 / 2022 Marks - 60

Instructions:

- Figures to the right indicate marks.
- Question number 1 is compulsory
- Solve any four from Question number 2 to 7

1. Case Study:

India is a fast growing economy in the world and has the potential to compete with the other big economies of the world. However, a growing population, increasing inflation, political instability, need for infrastructure development, and many other issues are causes for concern for the Indian economy. In fact, these issues are preventing the growth of the Indian economy to a considerable extent. Out of all these factors, it is the impact of inflation that is felt across all sections.

Answer the following questions : (5M * 4Q = 20 M)

- Impact of inflation on the Indian economy.
- Reasons for increasing inflation rates in India.
- Measures taken by the Indian government to control inflation.
- Role of RBI in managing inflation in India. Explain the general trends in the Indian e-commerce sector.

2. Answer any Two of the following questions:(5M * 2Q = 10 M)

- What is business environment. Explain the components of it.
- Write a note on SWOT analysis of any sector in India.
- Explain the various Macro environmental factors in Business.

3. Answer any Two of the following questions :(5M * 2Q = 10 M)

- Define Political Environment? Explain the Impact of Political environment in Business.
- Explain the objective and function of World Bank.
- Briefly explain the various component of J-A-M in India.

4. Answer any Two of the following questions :(5M * 2Q = 10 M)

- Define National Income. How to calculate National Income.
- Explain the objective and functions of EU.
- What is GDP. Explain the various methods for GDP calculation.

Saket Gyanpeeth

Pramod Ram Ujagar

Tiwari Saket Institute

of Management

(Affiliated to the University of Mumbai)

Master of Management Studies

Saket Vidyanagari Marg, Cinchpada Road, Katemanivali Kalyan (E)

LIBRARY

QUESTION PAPER

MMS II YEAR

SEM – III

YEAR – FEB - 2023

INDEX

SR.NO.	SUBJECT	PAGE NO.
1	Strategic Management	3
2	Internatonal Business	4
3	HR Analytics	5
4	Human Resources Planing & Application of Technogy In HR	6
5	Compensation Based HRM	7
6	Training and Development	8
7	Compenastion and Benefits STE 1	9
8	Labour laws & Implications on IndustrialRelations	10
9	Supply Chain Management	11
10	Manufacturing Resources Planninh & Control	12
11	International Logistics	13
12	Opreations Analytics	14
13	Material Management	15
14	Service Oportions Management	16
15	CVMA	17
16	Financial Regulation	18
17	International Finance	19
18	Derivatives Management	20
19	SAPM	21
20	Financial Market & Instrument	22
21	Big-Data & Business Analytics	23
22	Software Engineering	24
23	Digital Business	25
24	Knowledge Management	26
25	Database Management	27
26	Enterprise Management System	28

27	Product & Brand Management	29
28	Marketing Strategy	30
29	Sales Management	31
30	Retail Management	32
31	Consumer Behaviour	33
32	Service Marketing	34
33	Strategic Management (University)	35



Saket Gyanpeeth's
Pramod Ram Ujagar Tiwari
Saket Institute of Management
(Affiliated to the University of Mumbai)
Master of Management Studies

Saket Vidyanagari Marg, Chinchpada Road, Katemanivali, Kalyan- (E)

Course: MMS Class- FY-MMS Batches: 2021-23 AY: 2022-23, Duration: 180 Min.
Subject: Strategic Management Semester-III Exam Date: 10/02/2023 Marks - 60

Instructions:

- Figures to the right indicate marks.
- Question number 1 is compulsory
- Solve any four from Question number 2 to 7

1) Case Study (20)

Adidas was established in Germany in 1949. It has been associated with sporting industry ever since. Today Adidas is a global public company. It is one of the largest sport brands in the world. It is a household brand name. The three stripes logo is recognized all over the world. Its product portfolio is vast. It makes available various types of state-of-the-art sports footwear and clothing to accessories such as bags, watches, eyewear and other sports related goods. Adidas Group consists of around 170 subsidiaries. In 2013 the Group's revenue exceeded \$4000 billion.

Adidas brand is built on a passion for sports excellence. It provides innovative designs to help athletes perform better. It is not surprising that Adidas has supported many iconic athletes to achieve excellent performance in International Meets including Olympic Games. Footwear and clothing by Adidas is seen on athletes at every Olympic Games. There are countless historic sporting achievements that have taken place in Adidas products. Innovative marketing strategies such as all British medal winning athletes at the last Olympic Games wore Adidas product. Adidas used sponsorship deal with London 2012 Olympic Games to engage with young people all over the world.

Question:

1. Account for the success of Adidas in sporting industry.
2. What strategies were used by Adidas to click with sports enthusiasts all over the world?

2) Answer any two of the following three questions each carries 10 marks (10)

1. Define Strategy. What do you mean by Strategic Management? Explain the strategic Management Process in detail.
2. What do you mean by levels of strategy? Explain or differentiate the different levels of strategies.
3. What are Strategic Business Units? What are their importances?

3) Answer any two of the following three questions each carries 10 marks (10)

1. What is meant by Strategy Formulation? Explain the steps involved in strategy formulation.
2. Describe environmental analysis.
3. Write short note on:
 - a. Internal Growth Strategies
 - b. SWOT Analysis

- 4) **Answer any two of the following three questions each carries 10 marks (10)**
1. Explain the Porter's Five Forces Model with the help of a diagram.
 2. How is McKinsey's 7S framework useful in Strategic Management?
 3. With the help of a diagram explain the BCG Matrix.
- 5) **Answer any two of the following three questions each carries 10 marks (10)**
1. What is meant by strategic evaluation? Why is evaluation needed?
 2. What are the steps involved in strategic evaluation and control?
 3. What possible corrective measures can be taken in case of deviation from the standards?
- 6) **Answer any two of the following three questions each carries 10 marks (10)**
1. Write short note on: Ansoff Model
 2. Write short note on: Porter's Generic Strategies
 3. Write short note on: Blue Ocean Strategy
- 7) **Answer any two of the following three questions each carries 10 marks (10)**
1. Write short note on: VRIO framework
 2. Write short note on: VUCA Model
 3. Write short note on: Value Chain



Saket Gyanpeeth's
Pramod Ram Ujagar Tiwari
Saket Institute of Management
(Affiliated to the University of Mumbai)
Master of Management Studies

Saket Vidyanagari Marg, Chinchpada Road, Katemanivali, Kalyan- (E)

Course: MMS Class- FY-MMS Batches: 2021-23 AY: 2022-23, Duration: 180 Min.
Subject: International Business Semester-III Exam Date: 11/02/2023 Marks - 60

Instructions:

- Figures to the right indicate marks.
- Question number 1 is compulsory
- Solve any four from Question number 2 to 7

Q1) Describe in detail with examples SWOT & PESTEL Analysis?

Q2) What is Geert Hofstede's five dimensions of national culture?

Q3)

- A) What are Key drivers of FDI?
- B) What is Forex Management & what is the Management risk in forex?

Q4) What is different types of regional trade in International Business & its benefits?

Q5) What are ways in which foreign companies can be registered in India? Explain with Examples?

Q6) What are the different factors you will consider for International business if you are the CEO of a company

Q7)

- A) What is Porter's Diamond & what are its forces?
- B) What is Country Risk Analysis & What are its different types?



Saket Gyanpeeth's
Pramod Ram Ujagar Tiwari
Saket Institute of Management
(Affiliated to the University of Mumbai)
Master of Management Studies

Saket Vidyanagari Marg, Chinchpada Road, Katemanivali, Kalyan- (E)

Course: MMS Class- FY-MMS Batches: 2021-23 AY: 2022-23, Duration: 180 Min.
Subject: HR Analytics Semester-III Exam Date: 16/02/ 2023 Marks - 60

Instructions:

- Figures to the right indicate marks.
- Question number **1** is **compulsory**
- Solve **any four** from Question number 2 to 7

1 (A). Write a brief note on importance of HR analytics. (10 marks)

1 (B). State and describe the different types of Data Analytics. (10 marks)

2. State and describe the different sources of data in HR Analytics. (10 marks)

3. Write a short note on Big-Data. (10 marks)

4. State and describe the different metrics tracked in HR analytics. (10 marks)

5. State and describe the major software /tech tools used in HR Analytics. (10 marks)

6. Write a short note on Predictive Analytics. (10 marks)

7. Write a brief note on history of HR analytics. (10 marks)



Saket Gyanpeeth's
Pramod Ram Ujagar Tiwari

Saket Institute of Management

(Affiliated to the University of Mumbai)

Master of Management Studies

Saket Vidyanagari Marg, Chinchpada Road, Katemanivali, Kalyan- (E)

Course: MMS Class- SY-MMS Batches: 2021-23 AY: 2022-23 Duration: 180 Min.

Subject: Human Resources Planning & Semester-III Exam Date: 15 /02 / 2023 Marks – 60

Application Of Technology in HR

- Figures to the right indicate marks.
- Question number 1 is compulsory.
- Solve any four from Question number 2 to 7. (10 marks each)

Q 1: Discuss the HRP of Information Technology companies exclusively. Marks: 20

Q.2) What is Human Resources Planning?

Q.3) What is Strategic Human Resources Management?

Q4) What is Job Analysis?

Q.5)What is Employment Test?

Q.6) What is Workforce Diversity?

Q.7) What is HRIS?



Saket Gyanpeeth's
Pramod Ram Ujagar Tiwari
Saket Institute of Management
(Affiliated to the University of Mumbai)
Master of Management Studies

Saket Vidyanagari Marg, Chinchpada Road, Katemanivali, Kalyan- (E)

Course: MMS	Class- SY-MMS	Batches: 2021-23	AY: 2022-23	Duration: 180 Min.
Subject: Compensation Based HRM	Semester-III Exam	Date: 13 /02/2023	Marks - 60	

- Figures to the right indicate marks.
- Question number 1 is compulsory.
- Solve any four from Question number 2 to 7.

Section-I

Q1: Case Study

UK to pump in 50million pounds in skilling projects in India over 5years

The united kingdom is investing nearly 50 million pounds over 5 years towards scaling initiative in India it will also launch the third face of the UK India education and research initiative next year with the support of the British council the skilling initiative will cover government departments like science and technology, human resource development, the foreign and common wealth office and more. in addition, the British council is aligning itself with digital India as well as the skill India mission .the UK is working towers developing new programs around faculty ,exchanges , programme keeping leadership in mind said rob Lynes ,the British councils India director . prime minister Narendra Modi make in India and skill india have opened up opportunities for further collaborations, he added the council has worked with twelve state government to train over 1lakh master trainers to in turn train teaches across india over the past 6years this year, over four thousand students applied for the generation uk program to india which extends to graduate level students as well. this includes a cultural immersion programme “ india will be one of the top countries to shape the twenty first century .young people are showing greater interest in india , “said Lynes the council recently concluded a digital immersion programme in line with digital india where over 50 entrepreneurs from the uk came to India with idea to interact with digital entrepreneurs in India it is also in talks with tata group to have short term internship programme for students to India because it is one of the leading employers in the uk as the uk develops the growing interest in India , there will be more opportunities for collaborations , he said , adding , “ we are looking for long term partnership in India “ Lynes is confident the UK will continue to attract students from India “ we have 4 of the top 6universities in the world and 65%of the Indian population is 35 or under. Currently, over 21000 Indians study in the UK over a range of courses, “he said

A. Questions

- a. Why do you think UK is investing for skilling project in India?
- b. What kind of Skills is PM Modi trying to develop in India through the ‘skill India’ initiative ?

Section-II

Q2 Answer the Following (anyone)

(10 marks)

- A) Give 5 Definitions of Competency and Explain the Components of Competency.
B) What are Competency Proficiency Levels, Explain proficiency level for leadership?

Q3 Answer the Following (anyone)

(10 marks)

- A) Explain the iceberg of competency along with the pictorial representation.
B) What are functional competencies, explain functional competencies for administrative support

Q4 Answer the Following (anyone)

(10 marks)

- A) What is a competency Framework Explain the main steps in the process of developing the competency framework?
B) What is job specification and explain the importance and Advantages of job the specification

Q5 Answer the Following (anyone)

(10 marks)

- A) Explain the methods of competency mapping
B) What is performance management Explain the three types of PMS

Q6 Answer the Following

(10 marks)

- Draft a sample job specification prepared for a marketing manager in a telecom company, also Explain the components of the job specification

Q7 Answer the Following

(10 marks)

- What is a competency dictionary and why do we use a competency dictionary



Saket Gyanpeeth's
Pramod Ram Ujagar Tiwari
Saket Institute of Management

(Affiliated to the University of Mumbai)

Master of Management Studies

Saket Vidyanagari Marg, Chinchpada Road, Katemanivali, Kalyan- (E)

Course: MMS Class- SY-MMS Batches: 2021-23 AY: 2022-23, Duration: 180 Min.
Subject: Training and Development Semester-III Exam Date: 20/02 / 2023 Marks - 60

Instructions:

- Figures to the right indicate marks.
- Question number 1 is compulsory
- Solve any four from Question number 2 to 7

Section I

Q 1 A meeting called by Priya Kumar in which she briefed about the problem of absenteeism and justified the action taken by the management. Ultimately, union members were convinced but insisted on counselling and introducing new incentive schemes instead of disciplinary actions alone. During counselling sessions, management found some of the reasons which lead to absenteeism were high salary, festival celebration, dual employment, very good family background, age factor and defective recruitment policies as freshers were taken from Iri and were less serious about their work and less motivated towards accomplishment of the organisational goals. It was observed in the beginning of 1999, that the rate of absenteeism had decreased from 18% to 16 %. But it was not satisfactory and hence management decided to put in more efforts in the form of new incentives schemes which were best on social recognition like tea party, attendance awards, recognition by senior executives at workplace and celebrating family day on 17 September, i.e., on Vishwakarma Jayanti. By the end of 1999, they had introduced all monetary as well as social benefits schemes yet three employees among the nine employees who had been issued the charge sheet in September, 1998 had not shown any improvement and remained absent for more than 200 days out of 280 working days. Therefore, the management finally decided to terminate them, and termination letters were issued to them. In the year 2000, a remarkable decline was found in the rate of absenteeism. It had reduced from 16% to 12%.

Questions

1. In your opinion, which alternative steps would be more effective for reducing absenteeism? (10m)
2. What is the role of non-financial incentives over the financial incentives? (10 m)

Section II

Q2) Define HRD. Explain in detail Objectives of HRD?

Q3) What is Training? Explain the principles of training?

Q4) Explain in detail Classical conditioning theory of learning?

Q5) Define TNA. What are the levels of TNA?

Q6) Explain in detail Off the job Training?

Q7) Write a note on (any two of the following):

- a) E-learning
- b) Training Audit
- c) ERG theory
- d) Job Rotation



Saket Gyanpeeth's
Pramod Ram Ujagar Tiwari
Saket Institute of Management
(Affiliated to the University of Mumbai)
Master of Management Studies

Saket Vidyanagari Marg, Chinchpada Road, Katemanivali, Kalyan- (E)

Course: MMS Class- FY-MMS Batches: 2021-23 AY: 2022-23, Duration: 180 Min.
Subject: Compensation and Benefits SET 1 Semester-III Exam Date: / / 2023 Marks – 60

Instructions:

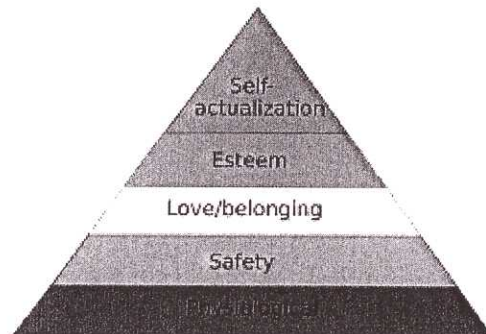
- Question number 1 is compulsory
- Solve any 4 from Question number 2 to 7.

Q 1. Read the following case and answer the questions given below.

Case study

Given below is the HR policy glimpse of the “SPARK-LEARNING” an learning and training solutions company

1. It offers cash rewards for staff members
2. It promotes the culture of employee referral and encourages people to refer people they know may be their friends, ex. Colleagues batch mates, and relatives.
3. The company HR believes in Maslow’s need hierarchy
4. It recognizes good performances and gives fancy titles and jackets to the people who perform well and also felicitates them on the Annual Day of the company.



Q1. a. Summarize the given case study.

5 marks

Q1. b. What is Maslow’s Need Hierarchy theory? What all aspects do the company takes care of according to the theory?

15 marks

Q.2 What do you understand by Form 16? Draw a suitable outlay for it.

10 Marks

Q.3 Describe in detail the concept of “Gratuity”. List the various contributions under the act as discussed in class

10 Marks

Q.4 Explain this by giving suitable examples “Rewards forms a suitable part of employee motivation”.

10 Marks

Q.5 Design an offer letter for an HR executive (entry-level fresher). The following aspects can be considered while designing the format.

10 Marks

Company address, company logo, Contract of Employment, Position, Probationary Period, Terms of Employment, Remuneration, Leave Entitlements, Termination, Hours of Work, Company Policy, and Confidentiality of Information.

Q.6 Define “Career Planning”? Explain various steps involved in the same.

10 Marks

Q.7 Write Short Notes on (ANY 2):

10 Marks

- a. Role of the HR department for employee development
- b. Dearness Allowance
- c. Inflation



Saket Gyanpeeth's
Pramod Ram Ujagar Tiwari
Saket Institute of Management
(Affiliated to the University of Mumbai)
Master of Management Studies

Saket Vidyanagari Marg, Chinchpada Road, Katemanivali, Kalyan- (E)

Course: MMS Class- SY-MMS Batches: 2021-23 AY: 2022-23 Duration: 180 Min.
Subject: Labour laws & Implications Semester-III Exam Date: 14 /02 / 2023 Marks – 60
on Industrial Relations

-
- Figures to the right indicate marks.
 - Question number 1 is compulsory.
 - Solve any four from Question number 2 to 7.

Section 1

Marks: 20

Case Study:

5 years back, Maruti Manesar had major labour violence and one of the HR team member was burnt alive.

Q. Discuss in detail, labour violence and the cause and remedy of such violence.

Section 2

Q.2 Discuss in detail why Industrial Peace is very important for industries and ways for maintaining industrial peace with workers union.

Q.3 Discuss in detail the Factory Act and its main provision.

Q.4 Discuss in detail the PF & Gratuity as Social Security Act and its provision.

Q.4 What is Industrial Relation. Discuss in detail the role of Union and management in maintaining peaceful Industrial relations.

Q.5 Discuss in detail the definition of Lockout, Closure, Strike and Gherao as a part of Industrial Disputes Act.

Q.6 Discuss in detail ESI and Workman Compensation Act.

Q.7 Discuss in detail the POSH Act and its provisions.



Saket Gyanpeeth's
Pramod Ram Ujagar Tiwari
Saket Institute of Management

(Affiliated to the University of Mumbai)

Master of Management Studies

Saket Vidyanagari Marg, Chinchpada Road, Katemanivali, Kalyan- (E)

Course: MMS Class- SY-MMS Batches: 2021-23 AY: 2022-23 Duration: 180 Min.

Subject: Supply Chain Management Semester-III Exam Date: 14 /02 / 2023 Marks - 60

Instructions: Figures to the right indicate marks. **Section -I is compulsory for 20 Marks, Attempt FOUR questions from Section - II for 10 Marks each.**

Section-I

Q1. (20.00)

Ace Dairies gives a home delivery service for milk, dairy products and a range of related goods. Roger Smitheram has run the dairy for the past twelve years. His product is a combination of goods (the items he delivers) and services (the delivery and associated jobs he does for customers). At the heart of operations is an information system which contains full details of all Roger's 500 customers, including their regular orders, special orders, where to deliver, how they pay, and so on. Every day the system calculates the likely sales of all products in two days' time. Roger adds some margin of safety, allows for likely variations and passes his order to Unigate Dairy in Totnes in Devon (about 150 km away). This Unigate depot acts as a wholesaler for milkmen in Wales and the southwest of England. The following evening it delivers to a holding depot in Camborne, and then takes Roger's goods 10 km to a cold store in Hayle. At 5.30 the following morning Roger collects the order from his cold store and starts delivering to customers. This normally takes until 1.30 in the afternoon, but on Fridays he spends more time collecting money and often finishes after 5.00 pm. There are several specific problems facing Ace Dairies. There is, for example, some variation in daily demand, so Roger has to carry spare stock. He cannot carry too much, as dairy products have a short life and anything not delivered quickly is thrown away. Roger aims at keeping this waste down to 2 per cent of sales. There are also problems maintaining a service during holidays, or when Unigate has difficulties with their deliveries. Perhaps Roger's main concern is maintaining his sales over the long term. Demand for doorstep deliveries is declining, as people buy more milk at supermarkets. The number of milkmen in Hayle has declined from ten in 1987 to three in 2002. Most of Roger's customers have been with him for many years, but he generates new custom by canvassing delivering leaflets, special offers, carrying a range of other products, and so on.

Questions: 1. Describe the supply chain for milk. 2. Where does Ace Dairies fit into this? What specific activities form the logistics in Ace Dairies? 3. What are the main problems that Ace Dairies has with logistics?

Section – II

Q. 2 (a) Define the concept of Supply chain Management. (10.00)

(b) Explain different types of Supply chain Management?

- Q. 3 (a) How is purchasing done in supply chain? Discuss (10.00)
(b) Discuss the distribution issues in Supply Chain Management?
- Q.4 (a) Discuss about the strategic importance of transportation? (10.00)
(b) State about the E-Commerce issues in transportation?
- Q.5 (a) What are the different modes of transport available for SCM? (10.00)
(b) Explain the processing of designing & implementing successful SCM?
- Q.6 (a) What do you mean by Distribution Management? (10.00)
(b) Why is it important? Explain the important Distribution decisions that are taken in supply chain management.
- Q.7 (a) What is the importance of proper supplier selection for global supply chain? (10.00)
(b) Explain methods of entry into foreign markets.

-----BEST OF LUCK-----



Saket Gyanpeeth's
Pramod Ram Ujagar Tiwari

Saket Institute of Management

(Affiliated to the University of Mumbai)

Master of Management Studies

Saket Vidyanagari Marg, Chinchpada Road, Katemanivali, Kalyan- (E)

Course: MMS Class- SY-MMS Batches: 2021-23 AY: 2022-23 Duration: 180 Min.
Subject: Manufacturing Resources Semester-III Exam Date: 20/02 /2023 Marks – 60
Planning & Control

- Figures to the right indicate marks.
- Question number 1 is compulsory.
- Solve any four from Question number 2 to 7. (10 marks each)
-

Section I

Q.1 'Production Planning and Control is the key to the success of a business organisation'. Discuss the statement listing the various functions carried out under production planning & control and their purpose in brief. **Marks: 20**

Section II

Q.2 What are the types of industries. Give merits and demerits of various methods of manufacturing?

Q.3 Define 'Standard Time' for an operation. How is it determined and used to give an incentive bonus to a worker?

Q.4 Explain in detail all the functions of manufacturing management which are responsible for controlling the cost of production and increase profitability.

Q.5 Write a short note on any two of the below

- A. Plant Location
- B. Six Sigma
- C. Food processing plant

Q.6 What are the costs associated with machine-break-down.

Q.7 Discuss the advantages & disadvantages of selecting a site for plant in urban, rural & semi-urban area.



Saket Gyanpeeth's
Pramod Ram Ujagar Tiwari

Saket Institute of Management

(Affiliated to the University of Mumbai)

Master of Management Studies

Saket Vidyanagari Marg, Chinchpada Road, Katemanivali, Kalyan- (E)

Course: MMS Class- SY-MMS Batches: 2021-23 AY: 2022-23 Duration: 180 Min.
Subject: International Logistics Semester-III Exam Date: 15/02 / 2023 Marks - 60

- Figures to the right indicate marks.
- Question number 1 is compulsory.
- Solve any four from Question number 2 to 7. (10 marks each)

Case study

20 Marks

Cherries and Carnations

In 1999, US \$870 million worth of cut flowers entered the United States through the Miami Airport, 70 percent of which came from Colombia. All of this trade was done with airfreighters, and a good portion of it was the domain of Aeroflora, a Colombian business specializing in that freight. Aeroflora sends an average of fifteen air freighters every week to the United States, filled with only one cargo: cut flowers, mostly roses and carnations.

However, it is the week preceding the Valentine's Day holiday that this business becomes crazy. In 1999, Aeroflora sent a total of eighteen Boeing 747s packed with flowers in the forty-eight hours preceding the holiday. Every year, Federal Express dedicates two or three of its DC-10s for that purpose. Packed to the gill, a 747 can hold 3.6 million roses.

Cut flowers are not the only unusually large business handled by air freighter, though. From late May until late June, it is "cherry season" on the West Coast of the United States. More than 1.1 million cartons (cardboard boxes of 18 lbs - 8.2 kg) of cherries leave the United States for Japanese market. That is more than 9,000 metric tons of cherries, all travelling by air freighters or in the bellies of passenger flights, at sometimes prohibitive rates since all West-bound capacity at that time is taken by these fruits (US \$1.95 per kg, whereas cargo normally fetches no more than US \$1.00 per kg on that route). It is the most profitable period of the year for the airlines involved in that trade, since Narita Airport operates at full capacity and cannot accommodate any more flights.

Questions:

- (1) What are the different roles that are played by airfreight forwarders? Explain using the above illustration.
- (2) Also highlight the critical issues with respect to seasonality pricing and asset utilization in air cargo business. What are the perspectives of the shipper (client), airfreight forwarder and the asset owners (airport fleets, etc.) on these issues? Discuss in the light of above case.

Q.2 Explain the main issues that differentiate domestic logistics and international logistics

Q.3 In the Indian context, what are the basic requirements to start EXIM operations?

Q.4 What is EDI and its role in international logistics?

Q.5 In the Indian context, what are the basic requirements to start EXIM operations?

Q.6 List down the various problem and challenges that may be encountered in International operation management? How it could be solved or managed?

Q.7 Write Short Notes on any two of the following –

A) Gantry Crane

B) Mention the key function of EIA

C) What is called as "Bulk Cargo"?



Saket Gyanpeeth's

Pramod Ram Ujagar Tiwari

Saket Institute of Management

(Affiliated to the University of Mumbai)

Master of Management Studies

Saket Vidyanagari Marg, Chinchpada Road, Katemanivali, Kalyan- (E)

Course: MMS Class- SY-MMS Batches: 2021-23 AY: 2022-23 Duration: 180 Min.
Subject: Operations Analytics Semester-III Exam Date: 17/02 / 2023 Marks - 60

- Figures to the right indicate marks.
- Question number 1 is compulsory.
- Solve any four from Question number 2 to 7.

Q.1 The following data gives past demand of last 8 quarter.

Quarter	1	2	3	4	5	6	7	8
	465	558	620	496	589	682	527	651

(a) Estimate demand for quarter 9 using Regression adjusted with seasonality. (b) Estimate demand using exponential smoothing with optimum value of smoothing constant which will minimize MAPE. Calculate MAPE for optimum value of smoothing constant.

Answer any FOUR from remaining SIX questions each carrying 10 marks.

Q 2. Answer any 2 from below: Consider demand of a product for last 8 quarters.

Quarter	1	2	3	4	5	6	7	8
	682	775	868	713	806	899	775	868

One unit of Product P1 requires 1 unit of component A, 2 of B , 0.5 of C, 1 of D. Components A , B and C are purchased at unit prices 100/-,250 /- and 300/- per unit. Ordering cost is 1000/ per order for A , B and C . Lead time is 0 for each component. Forecast demand for next year using regression adjusted with seasonality. Use this demand forecast and Calculate EOQ and Total cost for Component (a) A (b) B (c) C

Q 3. Answer any 2 from below:

Explain following strategies of Aggregate Planning

- (a) Level (b) Chase (c) Modified level

Q 4. Answer any 2 from below:

Prepare MRP based on data in Q2 for component (a) A (b) B (c) C

Q.5 “Super-Stick” Co. produces two types of industrial adhesives – “Regular” and “Extra Strong”. A batch of 1000 liters of regular uses 10 production hours, while a batch of 1000 liters of extra strong uses 12 production hours. The company has regular time production capacity of 440 hours per week. Sales forecasts for the next week are: 20,000 liters of regular and 25,000 liters of extra strong.

The company has set the following goals in order of priority.

P1: Sales forecasts for both the products must be met.

P2: Overtime work should be minimized.

P3: Under-utilization of capacity should be avoided.

P4: Overtime worked, if any, should be limited to 20 hours.

(a) Formulate a Goal Programming Model.

(b) Determine the optimal solution.

(c) State how GP is different than normal LP.

Q.6 Specify Must-be, One-dimensional, and Attractive attributes of the following product or service. Mention at least three attributes of each situation. Q1) Features of a small and lower cost segment car Q2) Restaurant Service

Q 7. Write short notes on any 2 from below:

(a) Market Basket Analysis

(b) Catchment Area Analysis

(C) SKU Rationalization

(d) Vendor Rationalization



Saket Gyanpeeth's
Pramod Ram Ujagar Tiwari
Saket Institute of Management

(Affiliated to the University of Mumbai)

Master of Management Studies

Saket Vidyanagari Marg, Chinchpada Road, Katemanivali, Kalyan- (E)

Course: MMS Class- SY-MMS Batches: 2021-23 AY: 2022-23 Duration: 180 Min.
Subject: Material Management Semester-III Exam Date: /02 / 2023 Marks - 60

Instructions: Figures to the right indicate marks. **Section -I is compulsory for 20 Marks, Attempt FOUR** questions from **Section - II for 10 Marks each**

Section-I

- Q1. I. What is Material Management? State objectives of Materials management. (20.00)
II. Explain the following Inventory control systems.
(a) Continuous Review system
(b) Periodic Review system

Section – II

- Q. 2 Explain the process and importance of codification in Materials Management with examples (10.00)
- Q. 3 State the process of Purchasing in an organization State the duties and responsibilities of the Purchasing department (10.00)
- Q.4 Explain ABC analysis with examples (10.00)
- Q.5 Write short Notes (10.00)
(a) EOQ model
(b) VED analysis
- Q.6 State the process of Purchasing in an organization. State the duties and responsibilities of the Purchasing department (10.00)
- Q.7 Explain the principles of Material handling with examples (10.00)

-----BEST OF LUCK-----



Saket Gyanpeeth's
Pramod Ram Ujagar Tiwari
Saket Institute of Management

(Affiliated to the University of Mumbai)

Master of Management Studies

Saket Vidyanagari Marg, Chinchpada Road, Katemanivali, Kalyan- (E)

Course: MMS Class- SY-MMS Batches: 2021-23 AY: 2022-23 Duration: 180 Min.
Subject: Service Operations Management Semester-III Exam Date: 13 /02 / 2023 Marks - 60

Instructions: Figures to the right indicate marks. **Section -I is compulsory for 20 Marks, Attempt FOUR** questions from **Section - II for 10 Marks each.** Answer anyone between Q.6. & Q.7. **Set-A**

Section-I

Q1. (20.00)

A. Explain the different methods of classification of services

B. Explain in the differences between goods and services

Section – II

Q. 2 Explain service innovation. How service innovation is different from product innovation of goods (10.00)

Q. 3 Explain the characteristics of services that will be most appropriate for internet delivery (10.00)

Q.4 Illustrate the distinctive characteristics of service operation" for a service with which you are familiar (10.00)

Q.5 Explain the role of services in the changing business scenario (10.00)

Q.6 Explain the characteristics of services with example (10.00)

Q.7 Describe the impact of technology on certain service industry (10.00)

OR

Q.7 Write Short Notes (Any 02) (10.00)

1. What is value added service?
2. Define service innovation?
3. What are the entry barrier in service industry?
4. Define value customer?

-----BEST OF LUCK-----



Saket Gyanpeeth's
Pramod Ram Ujagar Tiwari
(Affiliated to the University of Mumbai)
Master of Management Studies

**Saket Vidyanagari Marg, Chinchpada Road, Katemanivali, Kalyan-
(E)**

Course: MMS Class- SY-MMS Batches: 2021-23 AY: 2022-23, Duration: 180 Min.
Subject::CVMA Semester-III Exam Date: 20/02/ 2023 Marks - 60

Instructions:

- Figures to the right indicate marks.
- Question number 1 is compulsory
- Solve any four from Question number 2 to 7

Section I

CASE STUDY:

Q.1. IBM Acquisition of Daksh e-services

The U.S. \$.89 billion IBM proposes to buy 100% stake in Daksh e-services. Daksh is one of the leading independent third party BPO services providers in India and ranks among the top three. Daksh was estimated to have revenues of about U.S \$ 50 million and net profits of U.S.\$ 10 million for FY 2004. The deal is expected to be completed by May 2004 and the value of the deal is estimated to be between US \$130 to 170 million.

This works out a sales multiple of 15. While the valuation could typically be considered to be on the higher side (smaller firms in the space would command a revenue multiple of 1 to 1.5) several factors have made the deal worth its premium. These include the larger size of Daksh, the fact that it was IPO ready and customer synergies (IBM has several existing contracts with the two large customers of Daksh—Sprint and Aetna) Also, IBM has recently increased its India focus and it currently has 4500 people working in the software services and BPO areas.

The deal proves beneficial for Daksh as well considering that it is now stronger to face the stiff competition from not only Indian third party players, but large multinational players as well. Also, the deal would provide reasonable returns for its current financial investors and give them exit opportunities.

QUESTIONS:

1. Explain the process of merger.
2. What are the advantages as received by Daksh from this M &A.?

Section II

Q.2. Discuss the reasons for Demerger.

Q.3. Profits of a firm for the last five years were as follows:

YEAR	2008	2009	2010	2011	2012
PROFIT(rs)	50,000	60,000	48,000	43,000	35,000

The Capital employed in the firm was Rs.8, 00,000

Calculate the value of goodwill on the basis of 3 yrs. Purchase of super profit, assuming the normal rate of return on capital employed to be 10%.

Q.4.Explain Leverage Buy out.

Q.5. “Mergers and Acquisitions do not always generate value”. Comment.

Q.6 Define intangible assets? What do you mean by value of a brand?

Q.7. 'A' Ltd.is planning to acquire 'B' Ltd.. For exchange ratio of 0.8 of its share for each share of 'B' Ltd. The relevant data is given below.Calculate 1.EPS after merger.2) PE ratio after merger

PARTICULARS	A LTD	B LTD
EAT	Rs.16,00,000	Rs.6,00,000
NO.OF EQUITY	4,00,000	2,00,000
EPS	Rs.4	Rs.3
PE RATIO(TIME)	10	7
MPS	Rs.40	Rs.180



Saket Gyanpeeth's
Pramod Ram Ujagar Tiwari
Saket Institute of Management
(Affiliated to the University of Mumbai)
Master of Management Studies

Saket Vidyanagari Marg, Chinchpada Road, Katemanivali, Kalyan- (E)

Course: MMS Class- SY-MMS Batches: 2021-23 AY: 2022-23, Duration: 180 Min.
Subject: Financial Regulation Semester-III Exam Date: 15 / 02 / 2023 Marks - 60

Instructions:

- Figures to the right indicate marks.
- Question number 1 is compulsory.
- Solve any four from Question number 2 to 7.

Question 1: Case Study

Marks:20

The Collapse of Lehman Brothers: A Case Study

Lehman Brothers filed for bankruptcy on September 15, 2008. hundreds of employees, mostly dressed in business suits, left the bank's offices one by one with boxes in their hands. It was a sober reminder that nothing is forever—even in the richness of the financial and investment world.

At the time of its collapse, Lehman was the fourth-largest investment bank in the United States with 25,000 employees worldwide. It had \$639 billion in assets and \$613 billion in liabilities. The bank became a symbol of the excesses of the 2007-08 Financial Crisis, engulfed by the subprime meltdown that swept through financial markets and cost an estimated \$10 trillion in lost economic output.

Lehman Brothers History

Lehman Brothers had humble origins, tracing its roots to a general store founded by German brothers Henry, Emanuel and Mayer Lehman in Montgomery, Alabama, in 1844. Farmers paid for their goods with cotton, which led the company into the cotton trade. After Henry died, the other Lehman brothers expanded the scope of the business into commodities trading and brokerage services.

The firm prospered over the following decades as the U.S. economy grew into an international powerhouse. But Lehman faced plenty of challenges over the years. The company survived the railroad bankruptcies of the 1800s, the Great Depression, two world wars, a capital shortage when it was spun off by American Express (AXP) in 1994 in an initial public offering, and the Long-Term Capital Management collapse and Russian debt default of 1998.

Despite its ability to survive past disasters, the collapse of the U.S. housing market ultimately brought Lehman to its knees, as its headlong rush into the subprime mortgage market proved to be a disastrous step.

The Prime Culprit

The company, along with many other financial firms, branched into mortgage-backed securities and collateral debt obligations. In 2003 and 2004, with the U.S. housing bubble well under way, Lehman acquired five mortgage lenders along with BNC Mortgage and Aurora Loan Services, which specialized in Alt-A loans. These loans were made to borrowers without full documentation.

At first, Lehman's acquisitions seemed prescient. Lehman's real estate business enabled revenues in the capital markets unit to surge 56% from 2004 to 2006. The firm securitized \$146 billion of mortgages in 2006—a 10% increase from 2005. Lehman reported record profits every year from 2005 to 2007. In 2007, it announced \$4.2 billion in net income on \$19.3 billion in revenue.

The Colossal Miscalculation

In February 2007, Lehman's stock price reached a record \$86.18 per share, giving it a market capitalization of nearly \$60 billion. But by the first quarter of 2007, cracks in the U.S. housing market were already becoming apparent. Defaults on subprime mortgages began to rise to a seven-year high. On March 14, 2007, a day after the stock had its biggest one-day drop in five years on concerns that rising defaults would affect Lehman's profitability, the firm reported record revenues and profit for its fiscal first quarter. Following the earnings report, Lehman said the risks posed by rising home delinquencies were well contained and would have little impact on the firm's earnings.

The Beginning of the End

Lehman's stock fell sharply as the credit crisis erupted in August 2007 with the failure of two Bear Stearns hedge funds. During that month, the company eliminated 1,200 mortgage-related jobs and shut down its BNC unit. It also closed offices of Alt-A lender Aurora in three states. Even as the correction in the U.S. housing market gained momentum, Lehman continued to be a major player in the mortgage market.

In 2007, Lehman underwrote more mortgage-backed securities than any other firm, accumulating an \$85 billion portfolio, or four times its shareholders' equity. In the fourth quarter of 2007, Lehman's stock rebounded, as global equity markets reached new highs and prices for fixed-income assets staged a temporary rebound. However, the firm did not take the opportunity to trim its massive mortgage portfolio, which in retrospect, would turn out to be its last chance.

Hurling Toward Failure

In 2007, Lehman's high degree of leverage was 31, while its large mortgage securities portfolio made it highly susceptible to the deteriorating market conditions. On March 17, 2008, due to concerns that Lehman would be the next Wall Street firm to fail following Bear Stearns' near-collapse, its shares plummeted nearly 48%.

By April, after an issue of preferred stock—which was convertible into Lehman shares at a 32% premium to its concurrent price—yielded \$4 billion, confidence in the firm returned somewhat. However, the stock resumed its decline as hedge fund managers began to question the valuation of Lehman's mortgage portfolio.

On June 7, 2008, Lehman announced a second-quarter loss of \$2.8 billion, its first loss since it was spun off by American Express, and reported that it raised another \$6 billion from investors by June 12. According to David P. Belmont, "The firm also said it boosted its liquidity pool to an estimated \$45 billion, decreased gross assets by \$147 billion, reduced its exposure to residential and commercial mortgages by 20%, and cut down leverage from a factor of 32 to about 25."

Too Little, Too Late

These measures were perceived as being too little, too late. Over the summer, Lehman's management made unsuccessful overtures to several potential partners. The stock plunged 77% in the first week of September 2008, amid plummeting equity markets worldwide, as investors questioned CEO Richard Fuld's plan to keep the firm independent by selling part of its asset management unit and spinning off commercial real estate assets. Hopes that the Korea Development Bank would take a stake in Lehman were dashed on September 9, as the state-owned South Korean bank put talks on hold.

The devastating news led to a 45% drop in Lehman's stock, along with the firm's debt suffering a 66% increase in credit-default swaps. Hedge fund clients began abandoning the company, with short-term creditors following suit. Lehman's fragile financial position was best emphasized by the pitiful results of its September 10 fiscal third-quarter report.

Facing a \$3.9 billion loss, which included a \$5.6 billion write-down, the firm announced an extensive strategic corporate restructuring effort. Moody's Investor Service also announced that it was reviewing Lehman's credit ratings, and it found that the only way for Lehman to avoid a rating downgrade would be to sell a majority stake to a strategic partner. By September 11, the stock had suffered another massive plunge (42%) due to these developments.

With only \$1 billion left in cash by the end of that week, Lehman was quickly running out of time. Over the weekend of September 13, Lehman, Barclays, and Bank of America (BAC) made a last-ditch effort to facilitate a takeover of the former, but they were ultimately unsuccessful.⁷ On Monday, September 15, Lehman declared bankruptcy, resulting in the stock plunging 93% from its previous close on September 12.

Lehman stock plunged 93% between the close of trading on September 12, 2008, and the day it declared bankruptcy.

Read the case and write answers to the following questions. Each question carries 5 marks.

- Q a. State the reasons of Lehman Brothers bankruptcy.
- Q b. Who were the other intermediaries who contributed to this crisis?
- Q c. State your interpretation and learning outcomes from this case?
- Q d. Whether this crisis effect other nations also? If yes, then how?

Solve any four questions. Each question carries 10 marks.

- Q2. What is Sub Prime Crisis and what effect it did have on world economy?
- Q3. What are ADRs and GDRs? Which regulatory body is having control over ADRs and GDRs?
- Q4. What is Money Laundering Act? What are the different stages of money laundering?
- Q5. What is Competition Commission? What is its role or function?
- Q6. What is FEMA? How does it apply in foreign exchange market?
- Q7. What is IRDA? which financial sector is regulated by IRDA and how?



Saket Gyanpeeth's
Pramod Ram Ujagar Tiwari
Saket Institute of Management
(Affiliated to the University of Mumbai)
Master of Management Studies

Saket Vidyanagari Marg, Chinchpada Road, Katemanivali, Kalyan- (E)

Course: MMS Class- SY-MMS Batches: 2021-23 AY: 2022-23 Duration: 180 Min.
Subject: International Finance Semester-III Exam Date: 17 /02/2023 Marks - 60

- Figures to the right indicate marks.
- Question number 1 is compulsory.
- Solve any four from Question number 2 to 7.

Question 1:

Marks:20

Computer Tech Ltd., is one of the leading information technology outsourcing services providers in India. The company provides business consultancy and outsourcing services to its clients. Over the past five years the company has been paying dividends at high rate to its shareholders. However, this year, although the earnings of the company are high, its liquidity position is not so good. Moreover, the company plans to undertake new ventures in order to expand its business.

In context of the above case:

1. Give any three reasons because of which you think Computer Tech Ltd. has been paying dividends at high rate to its shareholders over the past five years.
2. Comment upon the likely dividend policy of the company this years by stating any two reasons in support of your answer.

(B) Case Study:

‘Adwitiya’ is a company enjoying market leadership in the food brands segment. Its portfolio includes three categories in the Foods business namely Snack Foods, Juices and Confectionery. Keeping with growing demand for packaged food it now plans to introduce ready-To-Eat Foods. Therefore, the company has planned to undertake investments of nearly Rs. 450 crores for its new line of business. As per the current financial report, the interest coverage ratio of the company and return on investment is higher. Moreover, the corporate tax rate is high.

In context of the above case:

1. As a financial manager of the company, which source of finance will you opt for debt or equity, to raise the required amount of capital? Explain by giving any two suitable reasons in support of your answer.
2. Why are the shareholders of the company like to gain from the issue of debt by the company?

- Q.2. Answer any from (a) or (b) 10m
- a. Briefly explain the fundamentals of International Economics. Or
 - b. Short note on: Globalization and IMF
- Q.3. Answer any one from (a) or (b) 10m
- a. Briefly explain evolution of International Monetary system. Or
 - b. Short notes on: Euro currency market
- Q.4. Answer any one from (a) or (b) 10m
- a. Explain the concept of International equity market. Or
 - b. Short notes on: Forward and future contract
- Q.5. Answer any one from (a) or (b) 10m
- a. Explain the concept of Capital Budgeting. Or
 - b. Explain the terminologies in currency option.
- Q.6. Answer any one from (a) or (b) 10m
- a. Briefly explain Balance of payment and LPG.
 - b. Explain the concept of Risk management.



Saket Gyanpeeth's

Pramod Ram Ujagar Tiwari

Saket Institute of Management

(Affiliated to the University of Mumbai)

Master of Management Studies

Saket Vidyanagari Marg, Chinchpada Road, Katomanivali, Kalyan- (E)

Course: MMS Class- SY-MMS Batches: 2021-23 AY: 2022-23 Duration: 180 Min.

Subject: Derivatives Management Semester-III Exam Date: 16/02 / 2023 Marks - 60

- Figures to the right indicate marks.
- Question number 1 is compulsory.
- Solve any four from Question number 2 to 7. (10 marks each)

Q.1 Mr. Nitin is considering a option of ABC Ltd at the exercise price of Rs.75 at premium of Rs.3. Assuming strike price between Rs.70 to Rs.80 with the gap of Rs.1. Calculate 20M

- a) Long call Strategy with Payoff Diagram (10M)
- b) Short call Strategy with Payoff Diagram (10M)

Q.2 Explain Derivatives with its types? (10M)

Q.3 Explain the difference between Forward and Future Contract? (10M)

Q.4 Explain the role played by different class of participant in derivatives market (10M)

Q.5 In December 2022, Mr. Ramesh Purchased a January call option on stock of Alpha Ltd at an exercise price of Rs.1800 and a January put option on Beta Ltd at an exercise price of Rs.650. If the prices of the shares of alpha and beta in the month of January 2023 are as under:

Possibilities	Alpha Ltd.	Beta Ltd.
A	1820	660
B	1790	590
C	1800	650

What is the Moneyness of options? Show cash Flow computation and suggest (10M)

Q.6 Explain the different types of traders in derivatives market. (10M)

Q.7 Write Short notes: (Attempt any 2) (10M)

- a) Valuation of options
- b) Indian Financial System
- c) Underlying Assets with classification



Saket Gyanpeeth's
Pramod Ram Ujagar Tiwari

Saket Institute of Management

(Affiliated to the University of Mumbai)

Master of Management Studies

Saket Vidyanagari Marg, Chinchpada Road, Katemanivali, Kalyan- (E)

Course: MMS Class- SY-MMS Batches: 2021-23 AY: 2022-23 Duration: 180 Min.
Subject: SAPM Semester-III Exam Date: 14 /02 / 2023 Marks - 60

- Figures to the right indicate marks.
- Question number 1 is compulsory.
- Solve any four from Question number 2 to 7.

Question 1:

Marks: 20

Part I

Post pandemic global expectations from Indian stock market have changed, the world is looking at India as next super power. However, Nifty and Sensex have seen range bound movements. Chartists are expecting a range break out in the coming month. In such situation a financial analyst working in a wealth management company is required to perform fundamental as well as technical analysis of IT stocks. He has chosen to study TCS for analysis. You are requested to help him carry out analysis based on given information below.

From technical analysis perspective, given table below prepare a candlestick chart, identify if there is a pattern and any signal for range breakout or trend reversal.

TCS Day wise details	Open	High	Low	Close
06-02-23	3473	3473.15	3508	3459
07-02-23	3468	3493	3436	3472
08-02-23	3478.05	3539	3478	3520
09-02-23	3515	3547	3505	3540
10-02-23	3520	3542	3508	3537

Part II

On the basis of your observation and factors included in fundamental analysis give your views on IT sector, evaluate the scope of investment in IT sector companies, and expected returns from IT sector in next 5-7 years. Name a few top performing IT stocks in Indian market.

Q.2 Explain macro-economic factors that an analyst should study while performing fundamental analysis of a company. **Marks 10**

Q.3 Details about Bond X and Y are shown in the below table

Particulars	Bond X	Bond Y
Face Value	1000	1000
Annual Coupon Rate	6%	5.5%
Time to Maturity	10 years	12 years
Current Market Value	900	940
Annual Coupon	60	55

Calculate Yield Till Maturity (YTM) and suggest in which bond an investor should invest. Justify your answer. **Marks 10**

Q.4 Explain Efficient Market Hypothesis and how it impacts investor behavior. **Marks 10**

Q.5 A stock trades on NSE and is expected to outperform Nifty however beta of the stock is 1.5. (Risk free) Rate of interest on government bonds is 3%. (Market return)Nifty returns have been 11.5%. Calculate expected return from the stock using Capital Asset Pricing Method (CAPM). **Marks 10**

Q.6 A) Explain different types of bonds

B) Explain important terminologies in the bond. **Marks 10**

Q.7 A) Explain different types of risks along with examples.

B) Explain different categories of equity shares. **Marks 10**



Saket Gyanpeeth's
Pramod Ram Ujagar Tiwari
Saket Institute of Management
(Affiliated to the University of Mumbai)
Master of Management Studies

Saket Vidyanagari Marg, Chinchpada Road, Katemanivali, Kalyan- (E)

Course: MMS Class- FY-MMS Batches: 2021-23 AY: 2022-23, Duration: 180 Min.
Subject: Financial Market & Instrument Semester-III Exam Date: 13/ 02/2023 Marks - 60

Instructions:

- Figures to the right indicate marks.
- Question number 1 is compulsory
- Solve any four from Question number 2 to 7

Section-I

Q1) Explain Indian Financial System 20 M

Section-II

Q2) Write Short Note on Capital Market 10 M

Q3) Role Of RBI 10 M

Q4) Power Of RBI 10 M

Q5) Write Short Note on Monetary Policy 10 M

Q6) Write Short note on Portfolio Management 10 M

Q7) Write Short Note on Mutual Fund 10 M

Best of Luck



SaketGyanpeeth's
Pramod Ram Ujagar Tiwari
Saket Institute of Management
(Affiliated to the University of Mumbai)
Master of Management Studies

SaketVidyanagari Marg, Chinchpada Road, Katemanivali, Kalyan- (E)

Course: MMS Class- SY-MMS Batches: 2021-23 AY: 2022-23, Duration: 180 Min.
Subject: BigData & Business Analytics Semester-III Exam Date: 15 /02 / 2023 Marks - 60

Instructions:

- Figures to the right indicate marks.
- Question number 1 is compulsory
- Solve any four from Question number 2 to 7

Q.1) Note on Phases of NLP and Write the Advantages and Disadvantages

Q.2) Explain Architecture of Data Warehousing

Q.3) Explain Star Schema Model and Snow Flake Model

Q.4) Explain Architecture of ANN.

Q.5) Explain Apriori Algorithm and Calculate the correlation coefficient for the following data:

X= 4,8,12,16 and

Y= 5,10,15,20.

Q.6) Write a note on Hadoop Architecture and write features of Hadoop.

Q.7) Note on Data Mining.



SaketGyanpeeth's
Pramod Ram Ujagar Tiwari
Saket Institute of Management
(Affiliated to the University of Mumbai)
Master of Management Studies

SaketVidyanagari Marg, Chinchpada Road, Katemanivali, Kalyan- (E)

Course: MMS Class- SY-MMS Batches: 2021-23 AY: 2022-23, Duration: 180 Min.
Subject: Software Engineering Semester-III Exam Date: 16 /02/ 2023 Marks - 60

Instructions:

- Figures to the right indicate marks.
- Question number 1 is compulsory
- Solve any four from Question number 2 to 7 (10 marks each)

Q.1) Explain blackbox testing with its three types Marks: 20

Q.2) Difference between blackbox testing and whitebox testing.

Q.3) Explain in detail extreme programming with its advantages and disadvantages

Q.4) Explain waterfall model and also mention when to use it

Q.5) What is SDLC , Explain its phases in detail

Q.6) Explain what do you mean by agile methodology and explain kanban method in detail

Q.7) Explain structure analysis and design



Saket Gyanpeeth's
Pramod Ram Ujagar Tiwari
Saket Institute of Management
(Affiliated to the University of Mumbai)
Master of Management Studies

Saket Vidyanagari Marg, Chinchpada Road, Katemanivali, Kalyan- (E)

Course: MMS Class- SY-MMS Batches: 2021-23 AY: 2022-23, Duration: 180 Min.
Subject: Digital Business Semester-III Exam Date: 17 /02 / 2023 Marks - 60

Instructions:

- Figures to the right indicate marks.
- Question number 1 is compulsory
- Solve any four from Question number 2 to 7

- Q.1 Discuss how Digital Business concepts can be applied to re-engineer growth of admission in Education system. (20 marks)
- Q.2 Describe the different types of Online presence. (10 marks)
- Q.3 Explain the parts of URL. (10 marks)
- Q.4 Explain the Strategic Objectives to create Business Value. (10 marks)
- Q.5 Classify different types or applications of e-procurement. (10 marks)
- Q.6 Explain the benefits of e-CRM. (10 marks)
- Q.7 Draw and explain the symbols used for flow process charts. (10 marks)



Saket Gyanpeeth's
Pramod Ram Ujagar Tiwari
Saket Institute of Management
(Affiliated to the University of Mumbai)
Master of Management Studies

Saket Vidyanagari Marg, Chinchpada Road, Katemanivali, Kalyan- (E)

Course: MMS Class- SY-MMS Batches: 2021-23 AY: 2022-23, Duration: 180 Min.

Subject: Knowledge Management Semester-III Exam Date: 18 /02/ 2023 Marks - 60

Instructions:

- Figures to the right indicate marks.
- Question number 1 is compulsory
- Solve any four from Question number 2 to 7

- Q.1 Discuss how Knowledge Management concepts can be applied to re-engineer growth of admission in Education system. (20 marks)
- Q.2 Explain the forces driving Knowledge Management. (10 marks)
- Q.3 Describe the Five major components of Knowledge Management. (10 marks)
- Q.4 Explain the different Impacts of Knowledge Management. (10 marks)
- Q.5 Describe the Organisational areas where storytelling can be effective. (10 marks)
- Q.6 Explain in which areas Data Mining can be applied for business problems. (10 marks)
- Q.7 Explain the different steps involved in identification of appropriate Knowledge Management solutions. (10 marks)



SaketGyanpeeth's
Pramod Ram Ujagar Tiwari
Saket Institute of Management
(Affiliated to the University of Mumbai)
Master of Management Studies

SaketVidyanagari Marg, Chinchpada Road, Katemanivali, Kalyan- (E)

Course: MMS Class- FY-MMS Batches: 2021-23 AY: 2022-23, Duration: 180 Min. Marks - 60
Subject: Database Management System & Data Warehousing, Semester-III, Date: 13/02/2023

Instructions:

- Figures to the right indicate marks.
- Question number 1 is compulsory
- Solve any four from Question number 2 to 7

Section-I

20 M

Q.1) Case study on Employees Attendance System via Fingerprint. Write the introduction, requirements and advantages of using such type of system in corporate office.

Section-II

Q.2) Create a Table worker with following columns and insert following records 10 M

Worker_ID	First Name	Last Name	Salary
001	Monika	Arora	100000
002	Niharika	Verma	80000
003	Vishal	Singhal	300000
004	Amitabh	Singh	500000

Create a Table title with following columns and insert following records

Worker_Ref_ID	Worker Title
1	Manager
2	Executive
8	Executive
5	Manager

Q.3) Write a short note on Normalization of DBMS 10 M

Q.4) Note on E-R Diagram 10 M

Q.5) Short note on Data Models and Explain 4 Data Models 10 M

Q.6) Write a short note on KDD process 10 M

Q.7) Difference between OLAP and OLTP 10 M

Best of Luck



Saket Gyanpeeth

Pramod Ram Ujagar Tiwari

Saket Institute of Management

(Affiliated to the University of Mumbai)

Master of Management Studies

Saket Vidyanagari Marg, Chinchpada Road, Kátemanivali, Kalyan- (E)

Course: MMS Class- SY-MMS Batches: 2021-23 AY: 2022-23, Duration: 180 Min.
Subject: Enterprise Management System Semester-III Exam Date: 14/02/ 2023 Marks - 60

Instructions:

- Figures to the right indicate marks.
- Question number 1 is compulsory
- Solve any four from Question number 2 to 7 10 marks each

Question 1:

Marks: 20

1. The Company BAE Automated Systems, Inc. is a world leader in the manufacture and integration of baggage handling systems. The Carrollton, a Texas-based company, provides design, operations and maintenance services for major airport and hotel baggage handling projects throughout North America and around the globe, including major airports in Europe and Australia.
The Problem : Early in 1998, BAE decided to replace its legacy accounting and planning system with a fully integrated ERP solution. Choosing a database platform for the new system proved the hardest task. Though the company had experience with and confidence in a wide range of products from the Microsoft BackOffice family, it was initially hesitant to trust its primary business application to Microsoft SQL Server 7.0, a new product still untested in the high-end ERP arena.
2. Define the ERP & Explain the need of ERP. Explain Information system & its components.
3. Write a short note on MRP. Explain the benefits of MRP II.
4. What are the major teams that are formed for an ERP project? What is the constitution and role of these teams?
5. What are Portals? What are features of Enterprise Portals? What are the different Enterprise Portals?
6. What do you mean by EAI? What are different Principles of EAI?
7. Explain Application areas of ERP, SCM and CRM.



Saket Gyanpeeth's
Pramod Ram Ujagar Tiwari
Saket Institute of Management
(Affiliated to the University of Mumbai)
Master of Management Studies

Saket Vidyanagari Marg, Chinchpada Road, Katemanivali, Kalyan- (E)

Course: MMS Class- SY-MMS Batches: 2021-23 AY: 2022-23 Duration: 180 Min.
Subject: Product & Brand Management Semester-III Exam Date: 13 /02 / 2023 Marks - 60

- Figures to the right indicate marks.
- Question number 1 is compulsory.
- Solve any four from Question number 2 to 7.

Section-I

Q1: A. Brand is built-in the mind of the people. Explain in context To MAGGIE. 20 M
B. What is Portfolio analysis?

Section-II

Q.2) What is Product Management?	10 M
Q.3) What is Brand Management?	10 M
Q.4) What is Product Manager Job?	10 M
Q.5) What is Product Life Cycle?	10 M
Q.6) What is SBU ?	10 M
Q.7) Why BCG Matrix Important?	10 M

Best of Luck



Saket Gyanpeeth's
Pramod Ram Ujagar Tiwari
Saket Institute of Management
(Affiliated to the University of Mumbai)
Master of Management Studies

Saket Vidyanagari Marg, Chinchpada Road, Katemanivali, Kalyan- (E)

Course: MMS Class- SY-MMS Batches: 2021-23 AY: 2022-23 Duration: 180 Min.
Subject: Marketing Strategy Semester-III Exam Date: 15 /02 / 2023 Marks - 60

Instructions: Figures to the right indicate marks. **Section -I is compulsory for 20 Marks, Attempt FOUR** questions from **Section - II for 10 Marks each.** Answer anyone between Q.6. & Q.7. **Set-A**

Section-I

Q1. Case Study (20.00)

International Machine Company (IMC), Mr. Saddhana, the president of IMC leaned back in his chair and reflected on the success of his firm, which produces and distributes a line of farm machines. That afternoon at a meeting with distributors from different territories. Mr. Saddhana was urged to introduce new models to satisfy the changing demand of the customers.

The president, who had an engineering background, recognized the implications of the suggestion that come from distributors. Their implication would require greater investment in research and development. Furthermore, the change in the highly automated production line would be very costly indeed. Also, having a wider variety of models would require stocking many more spare parts depending on the kinds of change, the worker might need to retain.

Reflecting on the previous staff meeting, the president realized that sales or marketing people always wanted a greater variety of models but never acknowledge the costs involved in changing models. After all, the company had been extremely successful with just a few models. Consequently, the president decided against the introduction of new models. Instead, he considered improving the current models and reducing the cost and price. He felt that the customer really wanted value. Nevertheless, to test his judgment, the president asked a consultant for an opinion.

Questions: **01.** How would you state the mission of the enterprise? **02.** What do you think are the opportunities and threats in the external environment? **03.** How would you go about evaluating the strength and weaknesses of the firm? What factors are critical to success or failure?

Section - II

- Q. 2 a.** What is Strategy? Explain Its Features. (10.00)
b. What is product policy and explain what produce policy covers.
- Q. 3 a.** What is marketing strategy explain its importance. (10.00)
b. What is the Pricing policy explain points to be considered before deciding the price
- Q.4 a.** Explain the new product development process (10.00)
b. Explain Exclusive distribution, Intensive distribution.
- Q.5 a.** Explain 5C Analysis in short. (10.00)
b. Explain the Strength and Weakness concept with live examples in your own word?
- Q.6 a.** Explain KPI (Key Performance Indicator in short with any example. (10.00)
b. Explain the Opportunity and Threat concept with live examples in your own word?
- OR**
- Q.7 a.** What are the factors involve in pricing? (10.00)
b. What are the objectives of pricing policy?

-----BEST OF LUCK-----



Saket Gyanpeeth's
Pramod Ram Ujagar Tiwari
Saket Institute of Management
(Affiliated to the University of Mumbai)
Master of Management Studies

Saket Vidyanagari Marg, Chinchpada Road, Katemanivali, Kalyan- (E)

Course: MMS Class- SY-MMS Batches: 2021-23 AY: 2022-23 Duration: 180 Min.

Subject: Sales Management Semester-III Exam Date: 14 /02 / 2023 Marks - 60

Instructions: Figures to the right indicate marks. **Section -I is compulsory for 20 Marks, Attempt FOUR questions from Section - II for 10 Marks each.** Answer any one between Q.7. & Q.8. **Set-A**

Section I

- Q.1** Explain the Personal Selling Process. Applying the same process write a sales pitch either (20.00) for a. Pen or b. 2BHK apartment for the Kalyan location
- Q.2** What is Routing & Scheduling? Analyze the situation using Route Planning & Scheduling concept for a new salesperson who has just joined your office in Kalyan, choose an apt routing method for him as he starts a meeting & describe how the suggestion will help the new salesperson.

Client	A	B	C	D	E
Place	Diva	Thane	Badlapur	Ulhasnagar	Kalyan
Time	4 pm	5pm	11am	12pm	2:30pm

Section II

- Q.3** a. Explain the structure of a different organization? (10.00)
b. Explain types of sales training methods?
- Q.4** a. Define Sales Management. State its features in brief. (10.00)
b. Explain Principles for the sales organization.
- Q.5** a. What are the requirements of a good compensation plan? (10.00)
b. Explain types of Sales organization structure.
- Q.6** a. What are the basic types of compensation plans (10.00)
b. Define Sales report. State its types
- Q.7** Short notes: (attempt both) (10.00)
a. Decision-Making Unit (DMU)
b. AIDA Model
- OR**
- Q. 8 .** What are the basic types of compensation plans (10.00)
b. Define Sales report. State its types

-----BEST OF LUCK-----



Saket Gyanpeeth's
Pramod Ram Ujagar Tiwari
Saket Institute of Management

(Affiliated to the University of Mumbai)

Master of Management Studies

Saket Vidyanagari Marg, Chinchpada Road, Katemanivali, Kalyan- (E)

Course: MMS Class- SY-MMS Batches: 2021-23 AY: 2022-23, Duration: 180 Min.
Subject: Retail Management Semester-III Exam Date: 17/02/ 2023 Marks - 60

Instructions:

- Figures to the right indicate marks.
- Question number 1 is compulsory
- Solve any four from Question number 2 to 7

Q.1. Case Study

(20)

An established and leading multi brand footwear retailer with a strong presence in all the major cities in North India, is now geared up to expand and penetrate his operations by replicating with similar retail formats in semi urban and rural markets in a phased manner. The sole objective of the retailer is to cater to these untapped potential markets with high disposable income among people who by and large travel all the way to cities and metros for all their buying needs.

The offerings includes a wide range of footwear of international, national and regional brands for men, women and children for all occasions.

- Propose a retail mix for this retailer.
- What criteria should the retailer consider in assessing and evaluating appropriate locations for the proposed outlets? Discuss
- Do you foresee any scope for offering loyalty programmes by the retailer? Justify your answer.

Q.2. A. What are the growth opportunities for Indian retailing? What are the drivers of growth? What are the challenges being faced by Indian retailers? (10)

OR

Q.2. B. What is retail and what is its role in marketing? What are the functions performed by a retailer? Why has the retailer emerged as the leader in the marketing channel? (10)

Q.3. A. Discuss the role of atmospherics in the store design. (10)

OR

Q.3. B. Explain in detail the elements of store design. (10)

Q.4. A. Discuss the layout that would be suitable for a supermarket and a department store.

OR

Q.4. B. Do you expect factory outlet stores to keep growing? Explain your answer. (10)

Q.5. A. Explain the following terms with Indian examples. (10)

- a) Hypermarket
- b) Discount store
- c) Cash & Carry
- d) Supermarket
- e) Airport retailing
- f) Leased department.

OR

Q.5. B. Explain the wheel of retailing. Is this theory applicable today? Why or why not? (10)

Q.6. A. What are the pros and cons of ATMs? As a retailer, would you want an ATM in your store? Why or why not? (10)

OR

Q.6. B. Explain the following terms. (10)

- i) Visual merchandising
- ii) Graphics & Signage's

Q.7. A. Explain the concept of the retail life cycle and discuss its applicability in the Indian context. (10)

OR

Q.7. B. Explain the concept of retail franchising. (10)



Saket Gyanpeeth's

Pramod Ram Ujagar Tiwari

Saket Institute of Management

(Affiliated to the University of Mumbai)

Master of Management Studies

Saket Vidyanagari Marg, Chinchpada Road, Katemanivali, Kalyan- (E)

Course: MMS Class- SY-MMS Batches: 2021-23 AY: 2022-23 Duration: 180 Min.
Subject: Consumer Behaviour Semester-III Exam Date: 16/02/2023 Marks - 60

- Figures to the right indicate marks.
- Question number 1 is compulsory.
- Solve any four from Question number 2 to 7. (10 marks Each)

Question 1: As You are launching a mobile phone in indian market.Discuss the Consumer Behaviour Exclusively. Marks:20

Q.2) Define and Explain Consumer Behaviour.?

Q.3) What is consumer Motivation ?

Q3.) What is Consumer Personality?

Q.4.)What is Self-Image ?

Q.5) What is Culture & Sub culture ?

Q.6) What is group Behaviour ?

Q7.) What is Post Purchase Behaviour ?



Saket Gyanpeeth's
Pramod Ram Ujagar Tiwari
Saket Institute of Management
(Affiliated to the University of Mumbai)
Master of Management Studies

Saket Vidyanagari Marg, Chinchpada Road, Katemanivali, Kalyan- (E)

Course: MMS Class- SY-MMS Batches: 2021-23 AY: 2022-23, Duration: 180 Min.
Subject: Service Marketing Semester-III Exam Date: 20/02/ 2023 Marks - 60

Instructions:

- Figures to the right indicate marks.
- Question number 1 is compulsory
- Solve any four from Question number 2 to 7 (10 marks each)

Section I

Q1)

Marks 20

- A) What is Consumer Behaviour? What impacts Customer Behaviour
B) What are Consumer types & importance?

Section II

Q2) What are 7P's of Marketing?

Q3) What are different types of CRM Technologies? What are the different types of CRM in practise?

Q4) How to Enable Effective Service Recovery?

Q5) Define Products & Services with example?

Q6) What are the different ways to increase your teams customer service performance?

Q7) What is Customer Behaviour Segmentation?

Duration : 3 Hrs.

Total Marks : 60

1. Question no.1, Case Study is compulsory and carries 20 Marks
2. Solve any Four (4) from Question no.2 to 7. Each carry 10 Marks.

Q.1 Case Study

In 1984, 18 year old Michael Dell, a student of the University of Texas, Austin, set up PCs Limited, a part time business in his dorm room to sell IBM compatible computers built from stock components. Dell started formatting hard discs for personal computers, added additional memory, disc drives and modems with IBM clones and sold them at 40% cheaper than that of the IBM machines. In 1985, the company moved up the value chain and started to assemble Dell branded PCs ("Turbo PC") instead of upgrading the machines of other manufacturers. Within one year of its operation, the company posted revenue of US \$ 6 mn. Inspired by the success of the company, Michael Dell dropped out of college in 1986, to run the business full time. During this time, he renamed the company Dell Computer Corporation.

Dell presumed that customization, fast delivery and low price would give his company a higher profit margin over IBM and HP. Contrary to existing trends of displaying the products in retail outlets or selling them through middlemen, the company delivered its products directly to the consumers. Dell sourced the components directly from the manufacturers, assembled them according to customer specifications and delivered them free of cost. Initially, it took orders over telephone, followed by advertisements in magazines and dailies and later from its e-commerce platform www.dell.com.

In 1989, the company issued its first IPO. In 1992, Fortune 500 included Dell Computers in the league of the world's best 500 companies and Michael Dell featured as the youngest CEO. The company forayed into the U.K, followed by Australia and Japan in 1993. It set up its own manufacturing facilities in Limerick, Ireland to serve European, Middle-east and African markets., Penang, Malaysia, Xiamen, China, Eldorado, do Sul, Brazil and Texas and Tennessee, US. In 1999, Dell Computers overtook Compaq and became the largest PC seller in the US.

Along with setting up manufacturing facilities in different markets, the company tried to improve its products according to industry trends and consumer preferences. In 1989, it launched the notebook computer, followed by the network server (1996), workstation systems (1997), network switches (2001) and projectors and printers (2002). In 2003, the company extended its product portfolio to the consumer electronics market by launching flat panel TVs, Dell digital Jukebox, USB key drives and Windows mobile powered PDAs. In the same year, in recognition of its efforts at product extension, the company's name was changed to 'Dell Inc.' The company marketed its products under different brand names to different consumer segments. While OptiPlex, Latitude and Precision were targeted at medium size and large consumers, students and small offices were identified as the target audience for Dimension, Inspiron and the XPS Brand.

In January 2004, Dell entered into a technology partnership with Fuji, Xerox, Kodak and Samsung, followed by a strategic partnership with Microsoft and Oracle Inc. It set up the Dell Enterprise Command Center to support the server and storage customers in the region. In January 2005, the company entered into a contract with Bombardier Recreational Products to supply technology products and services throughout the global IT network.

1. Workout SWOT Analysis for Dell Corporation.
2. What kind of Growth & Expansion Strategies Michael Dell applied which made his Organisation "Most Admired"?

32191

Page 1 of 2

2/1/3
5.2.1

- Q. 2** Explain strategic management process. What is Vision? What is Mission? How is it important for Organisations?
- Q. 3** Explain Mike Porter's Five Forces Model with respect to any one industry of your choice.
- Q. 4** Discuss Porter's three generic strategies, differentiation, low cost approach and focus for creating a competitive advantage.
- Q. 5** Explain Horizontal and Vertical Integration with suitable examples.
- Q. 6** Explain Growth strategies with Globalisation as a route.
- Q. 7** **Short Notes (Any Two)**
1. Joint Venture
 2. Horizontal and Vertical Integration
 3. Strategic Evaluation and Control.
 4. Managing VUCA environment
 5. Restructuring & Turnaround
 6. BCG Matrix
-

(3 Hours)

Marks : 60

- Note: (1) Q1. is compulsory and carries 20 marks
(2) Answer any four from Q2. TO Q7. for 10 marks each.

Q1. Read this case study and answer all the questions a), b) and c) listed below

Case study : The Haier Road to Growth

Customers always come first for this Chinese appliance maker — even as it continually reinvents itself and expands around the world

Start with 30 million responses on your QZone, Tencent, and other social media platforms — all to a simple question: “What do you want in air conditioning?” Then pay attention to the more than 670,000 people who take part in the online conversation that follows. You’re bound to come up with something cool — or, more precisely, “cool, not cold.” This concept, drawn from online responses, became the tagline for the Tianzun (“Heaven”), Haier’s advanced household heater/air conditioner/air purifier, released in 2014. Many Asian consumers don’t like the chilling effect of conventional temperature control. They’d much prefer to be “cool, not cold.” But there’s more to the concept than temperature. Air from most such devices in China is dry and dusty. The machines themselves are too noisy, or too likely to spread disease (bacteria live in air conditioning systems). Moreover, the machines look — well, like air conditioners.

The Tianzun doesn’t have any of those drawbacks. It is an obelisk-like device with a small wind tunnel that draws air through it from the room where it is positioned. It has an Internet connection, so consumers can use their smartphones to warm or cool the room while on their way home. Some consumers probably knew they wanted that feature, but they didn’t know that they wanted to see the circle’s light shift from red to blue as their air quality improved. Once they saw that happening, they were hooked. The product is targeted directly at a consumer segment that no other company, in the West or the East, has recognized, and that could end up being much bigger than a niche.

By building cooling machines based on this in-depth and multi-layered approach to consumer insight, Haier is following its own core principle: “customer service leadership,” or the necessity to shape the future by giving customers what they want most (but may not have yet realized they can ask for). Even the decision to use the phrase “cool, not cold” in its Chinese advertising campaign reflects this principle. These are the words that customers use themselves, as opposed to a slogan dreamed up by a marketing professional.

Just as unconventional was the cross-functional nature of the appliance’s launch. While the marketing staff digested the insights gained from Haier’s online customer interactions, manufacturing was already considering what they would mean for production, procurement was speaking directly to suppliers about sourcing feasibilities, and after-sales service was developing plans for follow-through. Because they worked closely together from the start, managers from all these functions were moving forward in concert, addressing possible disconnects as they arose. This allowed products to go to market as soon as they were designed and developed, instead of waiting for each department to throw its work “over the wall” to the next one. Meanwhile, representatives of each company function conducted conversations directly with customers, thereby adding a responsive new dimension to the company’s consumer insight capabilities.

Haier’s rapid introduction of the Tianzun air conditioner is typical of the company’s track record since the late 1990s. The company is known for several distinctive capabilities: a precise understanding of consumer needs, especially in China and other emerging markets; the ability to rapidly innovate new types of appliances that meet those consumer needs; the management of complicated distribution networks, a skill honed in the complex Chinese market; and a high level of execution ability, including the automation of factories to deliver products to consumer specification. These attributes have served it especially well in China, allowing Haier to outcompete more experienced appliance companies such as Whirlpool and Maytag in that country. In fact, Haier’s prowess — and particularly its emphasis on “what we can do and who we are” rather than on “what we sell and how we make

money” — shows the kind of capabilities needed by companies that were founded in emerging economies if they are to succeed in the global sphere

Water purification is another example of the increasing scope of Haier’s collaboration. The company entered the business through a joint venture with the Strauss Group, an Israeli technology firm, which provided the technology while Haier focused on marketing, distribution, and service. But then Haier broadened its platform to include many other R&D partners; for instance, it shares more than 20 water purification patents with Dow Chemical.

The result is a new level of proficiency that goes beyond anything Haier has done before. For example, the company now uses Internet access to customize every product it sells in China, whether bought in a store or online. Customers choose the color combinations, features (such as the number and layout of shelves in the refrigerator), and ancillary design elements (like the pattern of sparkles on a high-end appliance). Factories routinely make them to order. The process is not unlike choosing the accessories on a new car, except that there tend to be more choices.

The Internet connection also makes customers more likely to buy a water purifier — which is sold only by consultation. Haier reps are trained to look up the complex data on China’s water problems, which vary by neighborhood, and to install the filters that guard against that neighborhood’s mix of chemicals and pollutants. On its website, which has an active consumer-to-consumer dialogue, the company posts water quality information for 220,000 communities in China. “We want people to be able to find all their water-related answers at Haier,” says Qu Guinan, the general manager of the Haier water treatment company. Building on its success to date, the company is now exploring partnerships with local communities to manage their water purification efforts community-wide.

The Internet has enabled the company to expand its service diligence; it provides intensive installation as part of any appliance sale (a rarity in China), and, using monitoring signals from the appliances, it conducts follow-up calls with customers when the equipment is not working. The company also keeps

in touch personally just in case the monitoring has missed some cause of dissatisfaction. The connection to customers has helped Haier migrate many people from their medium-value line of household appliances (the original Haier) to the more upscale Casarte brand. The phrase “the information is more valuable than the product” has already become a slogan throughout Haier.

- 1 Explain SWOT as a tool for Strategic Management (6)
- 2 Apply SWOT to analyse the Haier business case above (7)
- 3 As CEO of Haier India what would be your strategic plan for its growth? (7)

Q2. Explain Mckinsey’s 7S Model with any suitable example.

Q3. Explain GE Matrix as a tool for strategic analysis. What are its limitations in application to real life situations? Give suitable examples.

Q4. Describe the use of Porter’s Five Force Model in Strategic Management and analysis of the white goods industry.

Q5. What are the critical components of a good strategic plan? Explain with a suitable example.

Q6. Write short notes on any **two**:

- a) VUCA
- b) BCG Matrix
- c) Balanced Score Card
- d) Porter’s Generic Strategies
